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ABSTRACT

Designed for use by officials of the Federal Executive and Legislative Branches, this report provides data regarding Federal training activities, developments, and trends. Part I of the report presents statistical data regarding the amounts, types, and sources of the training provided Federal employees during FY 72 and the non-salary expenditures involved. In Part II, some highlights of agency training activities are given in relation to their contribution to improving the ability of the Federal Government to be responsive to congressional and executive mandate and the interests and concerns of the public. Part III details the principal accomplishments and activities of the Civil Service Commission in providing guidance and leadership to the Federal training enterprise and assistance to agencies in the accomplishment of their training programs and activities. In Part IV, summary tables for each of the 31 Federal Agencies that employed over 90% of the total Federal work force in FY 72 are provided. The summarized data describe levels of training activity for each of the categories discussed in Part I. (DB)

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EMPLOYEE TRAINING IN THE FEDERAL SERVICE

FISCAL YEAR 1972

U.S. CIVIL SERVICE COMMISSION
BUREAU OF TRAINING

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INTRODUCTION

Employee Training in the Federal Service is published annually by the United States Civil Service Commission in response to the recognized need for a central source of statistical and general information regarding Federal training activities. The report is designed for use by officials of the Executive and Legislative Branches who have a need for data regarding Federal training activities, developments and trends.

The information in the report has been developed in consonance with the Congressional mandate expressed in Section 4115 of title 5, United States Code, which provides that the Commission shall collect information regarding training programs, plans and methods and disseminate such information to agencies and to the Congress. This report supplements the training information contained in the U.S. Civil Service Commission's Annual Report to the President for FY 72.

Part I of the report sets forth and summarizes statistical data regarding the amounts, types and sources of the training provided Federal employees during FY 72 and the non-salary expenditures involved. These statistics in themselves cannot be used to make qualitative judgments about the training programs conducted by individual agencies or by the Federal Government as a whole. The rationale behind the decision to train or not to train is not revealed by numbers. Numbers only reflect the results of those decisions.

Part II contains some highlights of agency training activities as these have contributed to improving the ability of the Federal Government to be responsive to Congressional and executive mandate and the interests and concerns of the public.

Part III of the report presents the principal accomplishments and activities of the Civil Service Commission in providing guidance and leadership to the Federal training enterprise and assistance to agencies in the accomplishment of their training programs and activities.

Part IV includes summary tables for each of the 31 Federal Agencies which employed over 90% of the total Federal work force in FY 72. The summarized data describe levels of training activity for each of the categories discussed in Part I of this report.

STATISTICAL SUMMARY OF AGENCY TRAINING ACTIVITIES

For FY 72, Federal agencies reported 945,730 instances of training, a decline of 2.3% from the FY 71 total of 967,619.[1]

[1] Training participation comprises all instances of attendance at formal classroom training courses of eight hours duration or longer.

Summary data showed the following highlights:

- *Source of Training*
  Non-Government long-term training decreased by 231 instances, or 14%. This is the fourth consecutive year during which the use of this source of training has fallen. Interagency training increased by 3.1% and was the only source of training whose use did not decrease during FY 72.

- *Type of Training*
  Professional and "Other" types of training declined by 15.7% and 3.0% respectively. Technical and Administrative training increased by 2.9% and 1.2% respectively. Technical training continued to comprise a plurality, accounting for 40% of all training given in FY 72.

- *Length of Training*
  The average length of a training program was down slightly to 49 hours from the FY 71 average of 50 hours.
  Taken as a group, Federal employees spent 1.14% of their available working hours in training.

- *Training by Sex*
  [Note: Unfortunately, Federal employee population data by sex was not available in formats comparable to those used for the collection of training participation data. For this reason, training by sex will be discussed only in the context of total training participation, and not in relation to Federal employment.]
  Men accounted for 72.6% of all training participants, women for 27.4%. For white collar employees, the comparable figures were 69% and 31%. Of all the blue collar employees trained, 95% were men, 5% were women.

- *Training by Pay Plan*
  General Schedule employees accounted for 63% of all Federal employees and 76% of all instances of training. Only employees in grades 5–8 showed an increase in participation over FY 71.
  Wage System employees represented 29% of total employment and 14% of all instances of training.
  Other Pay Systems accounted for 8% of total Federal employment and 10% of the participation.

- *Expenditures for Training*
  Reported training expenditures increased from $200,271,208 in FY 71 to $221,937,438 in FY 72 for an increase of 10.8%. The average expenditure per employee trained was $235, an increase of $28 over the FY 71 average of $207.

I. AGENCY TRAINING ACTIVITIES AND ANALYSIS OF DATA

AGENCY PARTICIPATION

Table 1 shows the changes that have occurred in total training participation by agency and fiscal year. Since FY 67, total participation has increased by 1.3%. This increase however, has been neither constant nor uniformly distributed among the reporting agencies. Instead, training participation has followed a fluctuating pattern as shown in Figure 1.

Prior to FY 72, training by the Department of Defense was declining and training conducted by the non-defense agencies, taken as a whole, was increasing. This trend was reversed in FY 72 as illustrated in Figure 2. When the non-defense agencies are divided into the categories of Cabinet level and other agencies, it is shown that, overall, Cabinet level agencies accounted for the decline in training participation during FY 72. This is illustrated in Figure 3.

Figure 4 illustrates total participation by sex from FY 67 to FY 72 (excluding FY 71). Over this period, the number of women trained has grown from 203,741 to 258,894, an increase of 27%. In FY 67, women constituted 21.8% of all trainees and in FY 72 they represented 27.4%, a gain of 5.6 percentage points. During the same period, training for men decreased 5.9 percentage points.

Table 1: PARTICIPATION BY AGENCY AND FISCAL YEAR

Agency	FY 1967	FY 1971	FY 1972	% Change Between FY 71–72	% Change Between FY 67–72
TOTAL	933,457	967,619	945,730	— 2.3	+ 1.3
TOTAL DEFENSE	527,304	419,047	441,230	+ 5.3	— 16.3
Army	204,599	186,165	178,925	— 3.9	— 12.5
Navy	140,876	95,966	122,852	+ 28.0	— 12.8
Air Force	145,069	93,452	98,669	+ 5.6	— 32.0
Other Defense	36,760	43,464	40,784	— 6.2	+ 11.0
TOTAL NON-DEFENSE	406,153	548,572	504,500	— 8.0	+ 24.2
Agriculture	57,996	91,663	59,848	— 34.7	+ 3.1
Commerce	9,974	21,314	14,349	— 32.7	+ 43.8
HEW	37,955	49,698	54,783	+ 10.2	+ 44.3
HUD	4,311	7,090	8,850	+ 24.8	+105.2
Interior	48,327	48,288	35,526	— 26.4	— 26.4
Justice	13,327	29,899	25,596	— 14.4	+ 92.0
Labor	4,590	8,264	9,895	+ 19.7	+115.5
State	1,601	1,064	2,176	+104.5	+ 36.0
Transportation	36,053	39,880	45,558	+ 14.2	+ 26.3
Treasury	66,231	97,957	79,532	— 18.8	+ 20.0
AID [1]	1,093	3,953	—	—	—
AEC	9,485	3,404	4,081	+ 19.9	— 56.9
CSC	1,352	2,944	2,879	— 2.2	+113.0
D. C. Govt.	8,322	25,806	31,674	+ 22.7	+280.6
EPA	—	1,311	3,462	+164.1	—
EEOC	—	579	1,111	+ 91.8	—
GAO	1,281	4,501	4,430	— 1.6	+245.8
GPO	546	1,395	1,765	+ 26.5	+223.3
GSA	8,216	20,295	18,715	— 7.8	+127.7
Lib. of Congress	504	1,538	1,477	— 4.0	+193.0
NASA	32,629	22,322	17,507	— 21.6	— 46.3
OEO	432	2,335	2,838	+ 21.5	+556.9
Panama Canal	12,112	5,050	3,754	— 25.7	— 69.0
Selective Service	1,651	2,062	10,665	+417.2	+546.0
SBA	4,051	1,378	1,387	+ .6	— 65.7
VA	40,189	49,847	56,459	+ 13.3	+ 40.4
All Others [2]	3,157	5,314	6,184	+ 16.4	+ 95.9

[1] Did not report.

[2] 16 other agencies, each reporting fewer than 1,000 participants in FY 72. Data for these agencies are included in the Summary tables in Appendix B.

FIGURE 1: TOTAL PARTICIPATION (In Thousands)

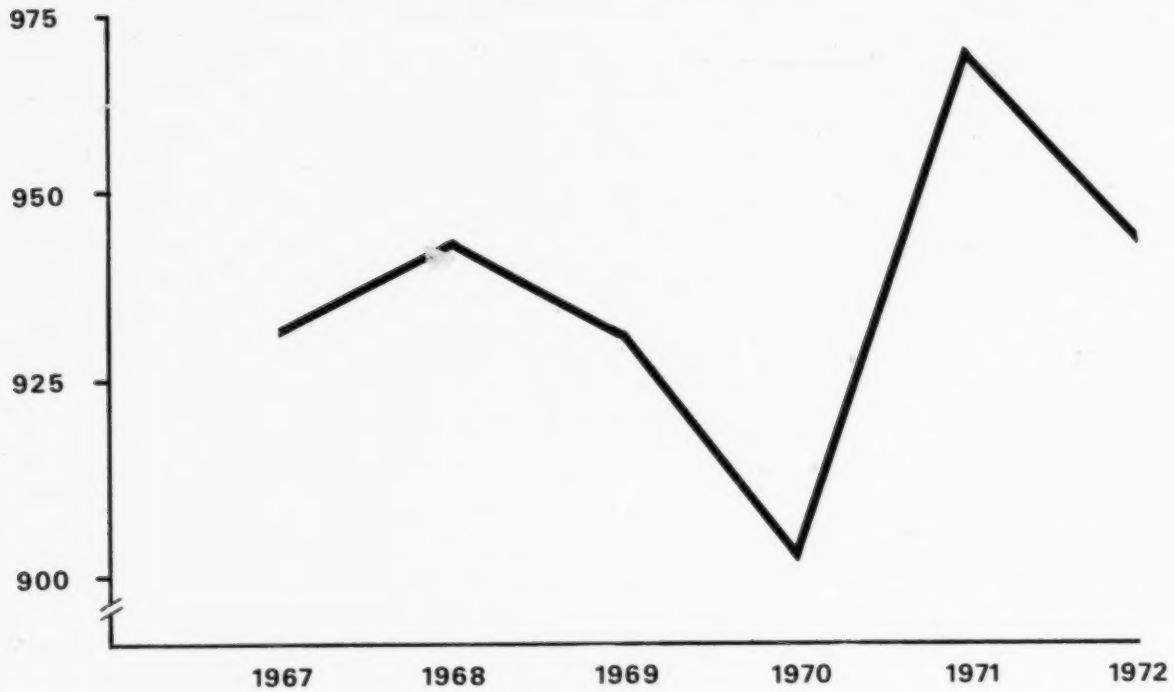


FIGURE 2: TRAINING PARTICIPATION (In Thousands)

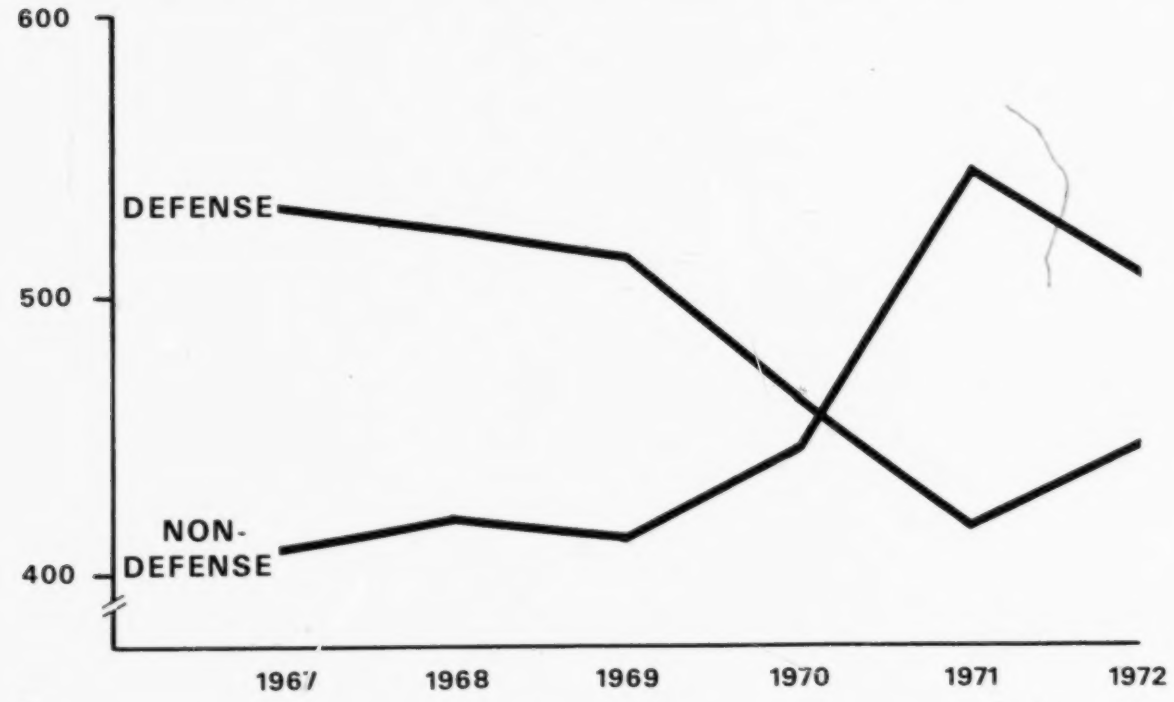


FIGURE 3: TRAINING PARTICIPATION (In Thousands)

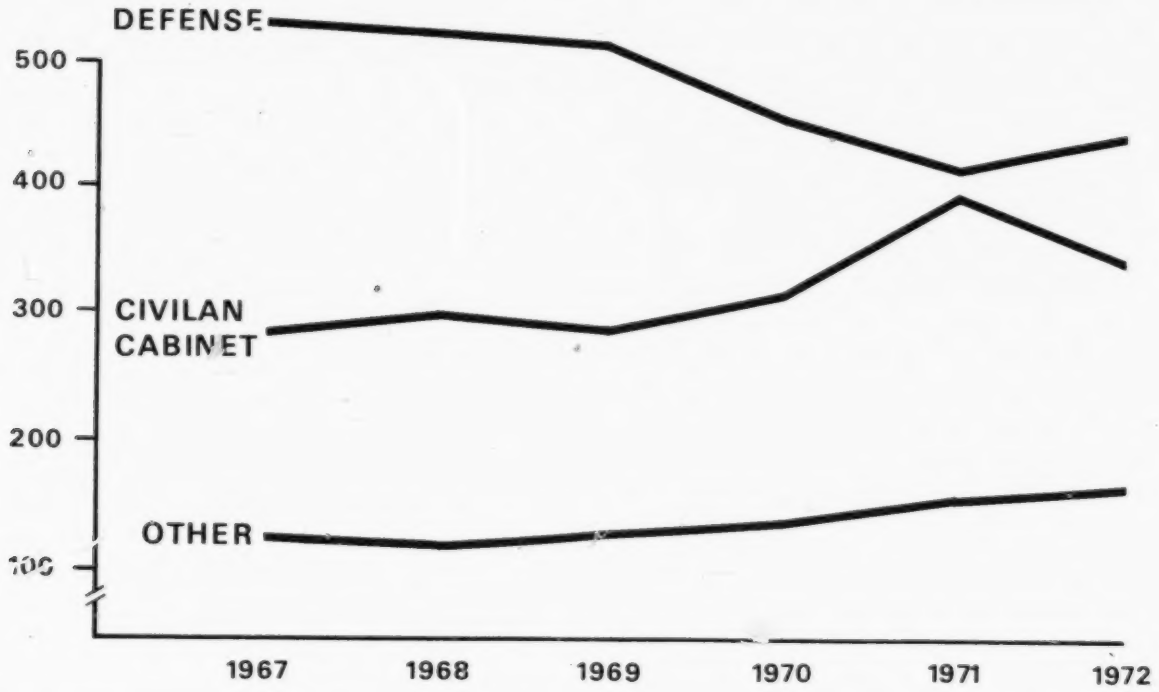
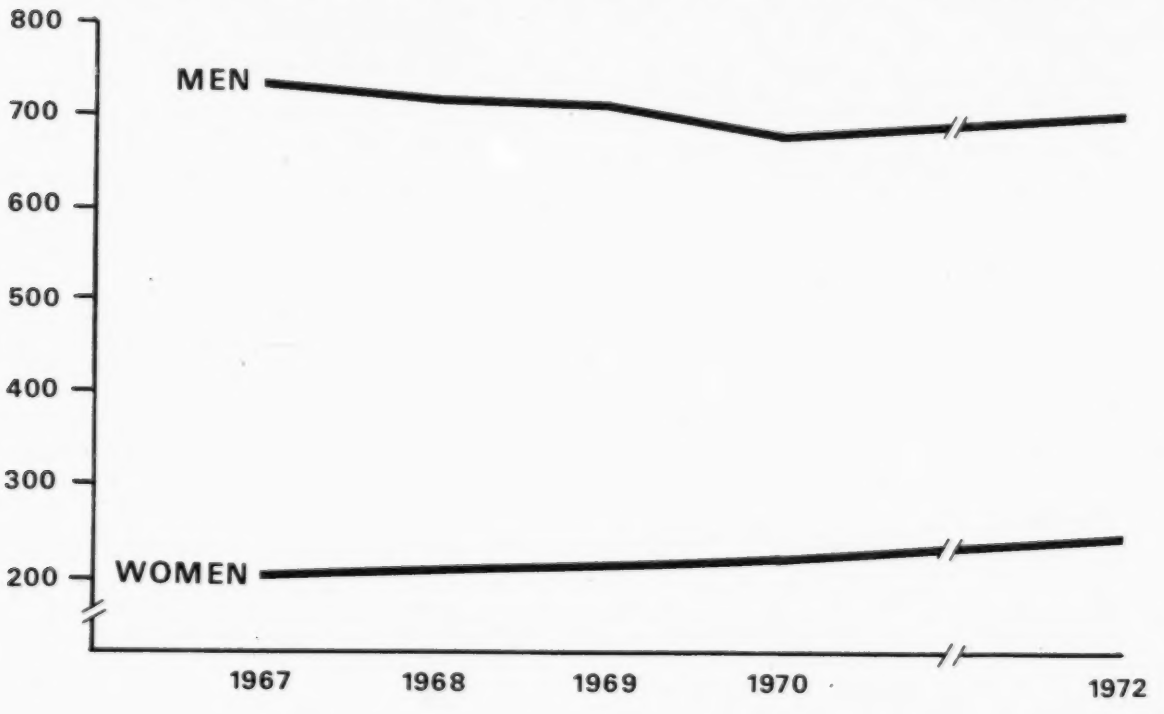


FIGURE 4: PARTICIPATION BY SEX (In Thousands)



TRAINING BY CATEGORY

Agencies report training under four general categories:

- Medical, Scientific, Engineering, Legal, and Related Fields (Professional).
- Technical: Trades and crafts, facilities and services, and "how to" courses in administrative techniques and skills.
- Administration, Management, and Supervision (A/M/S).
- Other: Clerical and office services, orientation, safety and health, and communications.

Table 2 shows the changes in participation by category that have occurred since FY 71. Figure 5 illustrates the changes that have occurred since FY 67. While Figure 5 shows relatively large fluctuations in the numbers of participants over this period, the percentages of training by category to total training participation have remained relatively constant. This is illustrated in Figure 6. Table 3 gives the percentage of total participation by category and source for FY 72. Figure 7 illustrates the percentage of man-hours by category of training. Table 4 shows the changes that have occurred in the average length of courses by category of training since FY 70.

Summary data of training by category show the following highlights:

Professional

- Training participation declined 15.7% but participant man-hours increased by 1.4%.
- The average length of a training course increased from 62 hours in FY 71 to 75 hours in FY 72.
- Professional training accounted for 16.2% of all training, and 24.6% of all participant man-hours, compared with the FY 71 figures of 18.8% and 23.5% respectively.

Technical

- Participation in this category increased 2.9% over FY 71 and accounted for 40% of all training, up from 38% in FY 71.
- Technical training accounted for 43.7% of all participant man-hours, down from 49.1% in FY 71, resulting in an average course length of 54 hours for FY 72 compared with 65 hours in FY 71.

Administration, Management, and Supervision

- Participation in this category increased 1.2% over FY 71 and accounted for 21.4% of all participants, compared to the FY 71 figure of 20.7%.
- Participant man-hours increased by 10.5% and accounted for 15.8% of all participant man-hours compared to the FY 71 figure of 13.8%.
- The length of an average course was 37 hours compared to the FY 71 average of 33 hours.

"Other"

- Participation in "other" types of training declined by 3% from FY 71, but participant man-hours increased by 11%.
- The average program length increased from 30 hours in FY 71 to 35 hours in FY 72.
- This category accounted for 22.4% of all training, up one percentage point from FY 71.

Table 2: PARTICIPATION BY CATEGORY AND FISCAL YEAR

	FY 71	FY 72	% Change
Professional, Medical, Scientific, and Engineering	181,695	153,231	−15.7
Technical	367,903	378,600	+ 2.9
Administration, Management, and Supervision	199,964	202,378	+ 1.2
Other	218,057	211,521	− 3.0
ALL CATEGORIES	967,619	945,730	− 2.3

Table 3: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY AND SOURCE—FY 1972

	Source of Training				
			Non-Government		
	Internal	Interagency	Short-Term	Long-Term	Total
Professional, Medical, Scientific, and Engineering	60.0	4.2	35.1	.7	100.0
Technical	81.4	5.7	12.8	.1	100.0
Administration, Management, and Supervision	66.0	17.6	16.3	.1	100.0
Other	75.4	11.6	13.0	—	100.0
ALL CATEGORIES	73.3	9.3	17.3	.1	100.0

FIGURE 5: PARTICIPATION BY CATEGORY OF TRAINING
(In Thousands)

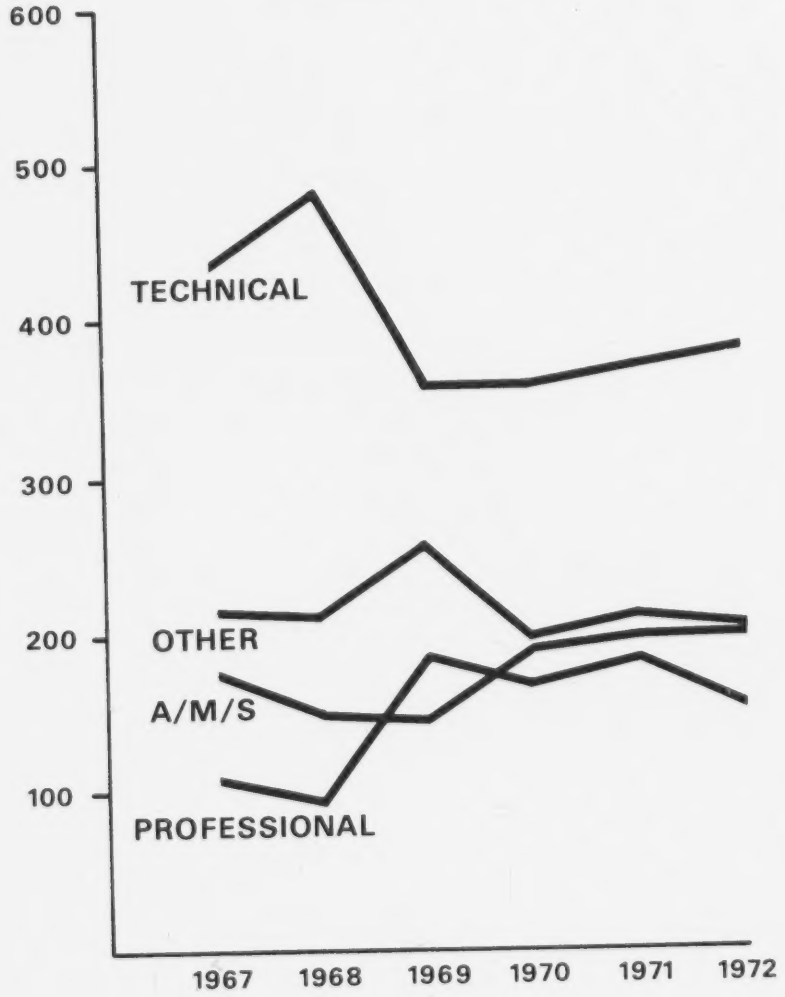


FIGURE 6: PARTICIPATION BY CATEGORY OF TRAINING
(In Percent)

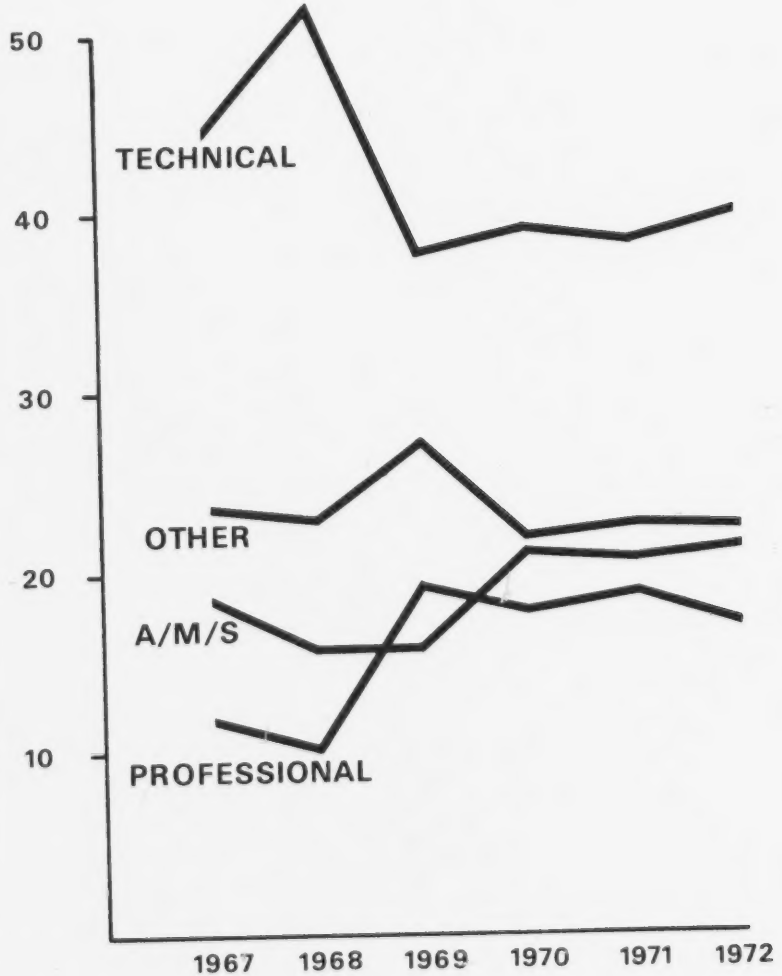


FIGURE 7: PERCENTAGE OF MAN-HOURS BY CATEGORY

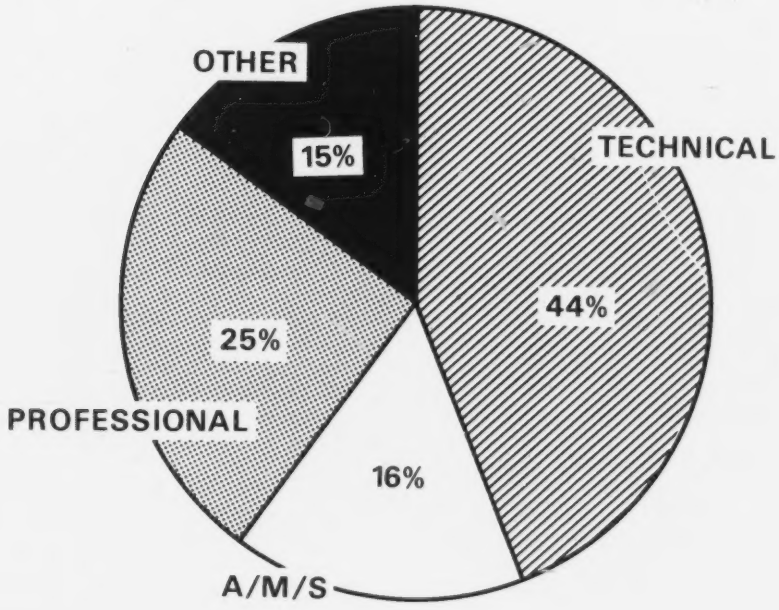


Table 4: AVERAGE COURSE LENGTH IN HOURS BY CATEGORY OF TRAINING— FY 1970-1972

	FY 70			FY 71	FY 72		
	Men	Women	Com-bined	Combined	Men	Women	Com-bined
Professional, Medical, Scientific, and Engineering ..	74	56	70	62	83	50	75
Technical	65	54	63	65	57	42	54
Administration, Management, and Supervision	34	29	33	33	39	30	37
Other	35	27	32	30	34	35	35
ALL CATEGORIES	55	41	51	50	53	39	49

TRAINING BY SOURCE

Training is reported by four different sources: Internal, Interagency, Non-Government Long-Term, and Non-Government Short-Term. The number of employees trained and the percentage of training by each source for FY 72 were as follows:

	Participants	Percent
Internal	693,636	73.3
Interagency	88,605	9.4
Non-Government Long-Term	1,411	0.1
Non-Government Short-Term	162,078	17.1
ALL SOURCES ...	945,730	100.0

Figure 8 illustrates the percentage changes that have occurred since FY 67 in participation by source. This figure shows a trend from internal toward interagency training while non-government training remained relatively constant. After six years, the mix of categories of training offered by each source, however, has shown relatively little change. The one notable trend has been an increase in training in administration, management and supervision in all four sources. The mix of categories of training by sources is illustrated in Figure 9.

Summary data by source show the following highlights:

Internal

- Internal training declined from 713,803 in FY 71 to 693,636 in FY 72, a decrease of 2.8%. As shown in Table 5, most of the internal training was in the technical category, followed by the category of "other" training.
- The average length of a course remained 50 hours.

Interagency

- This was the only source of training in which participation increased during FY 72, from 85,934 in FY 71 to 88,605 in FY 72, an increase of 3.1%.
- The average course lasted 38 hours, down from the 41 hour average in FY 71.
- Training in administration, management, and supervision accounted for 40% of all interagency training.

Non-Government Long-Term

- Participation in this source of training declined by 231 instances, or 14%. This is the largest single year decline since the use of this source of training first began to decline in FY 68.
- 78% of all participants in non-government long-term training attended courses in the professional category, and 18% attended courses in administration, management, and supervision.
- The average number of participant hours increased from 1,216 in FY 71 to 1,423 in FY 72, an increase of 13%.

Non-Government Short-Term

- Participation in this source of training declined 2.5% to 162,078 from the FY 71 total of 166,240, and accounted for 17.1% of all participants, down slightly from the FY 71 figure of 17.2%.
- Total man-hours declined 4.8%. The average course length declined slightly to 41 hours compared to the FY 71 average of 42 hours.
- Training in the professional category accounted for 33% of all non-Government short-term participants, followed by technical training (30%), administration, management, and supervision (20%), and "other" (17%).

Table 6 shows the average course lengths by sex and source of training for FY 70 and FY 72, and the combined averages for FY 71.

FIGURE 8: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE

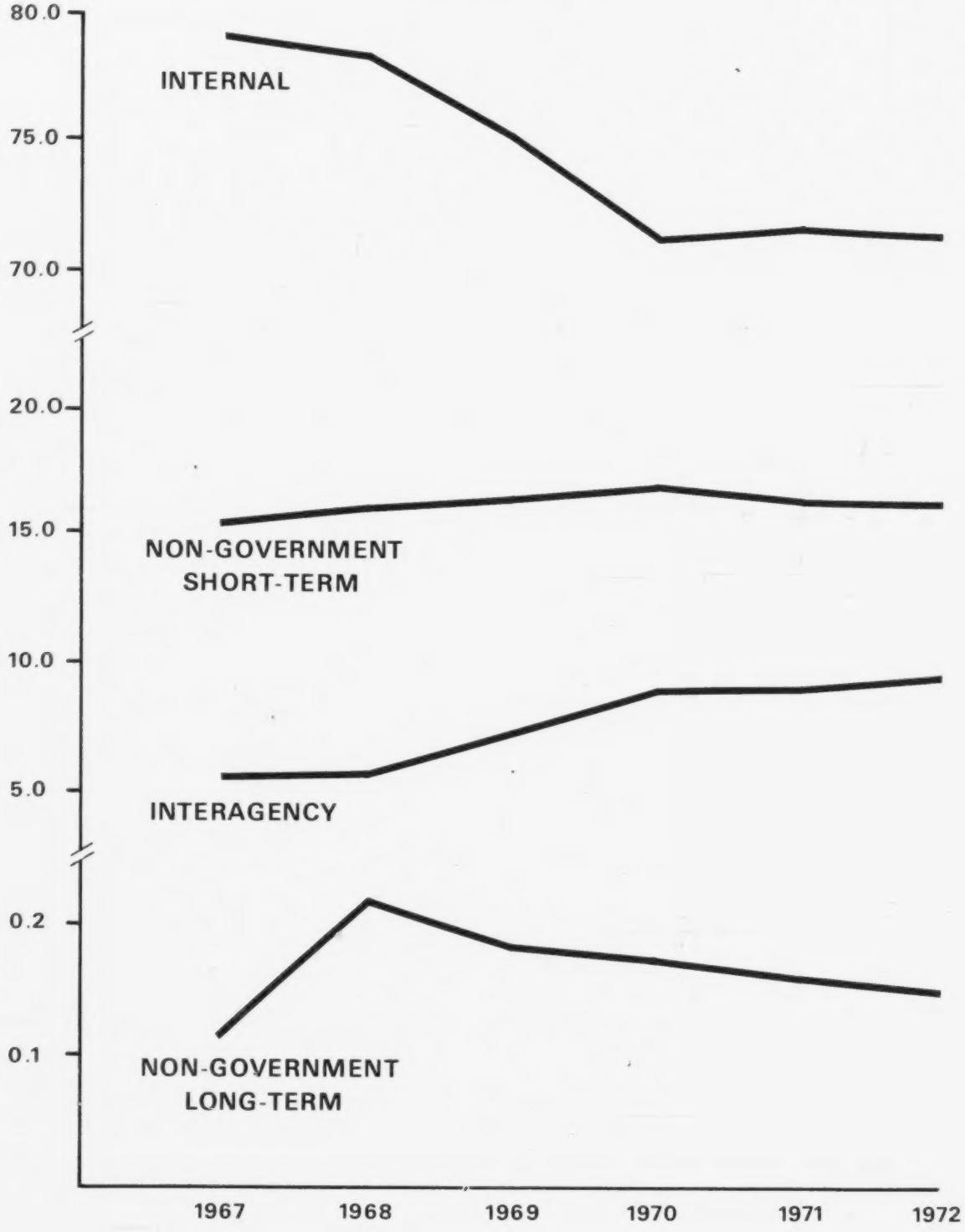


FIGURE 9: PERCENTAGE OF TOTAL TRAINING BY SOURCE BY CATEGORY

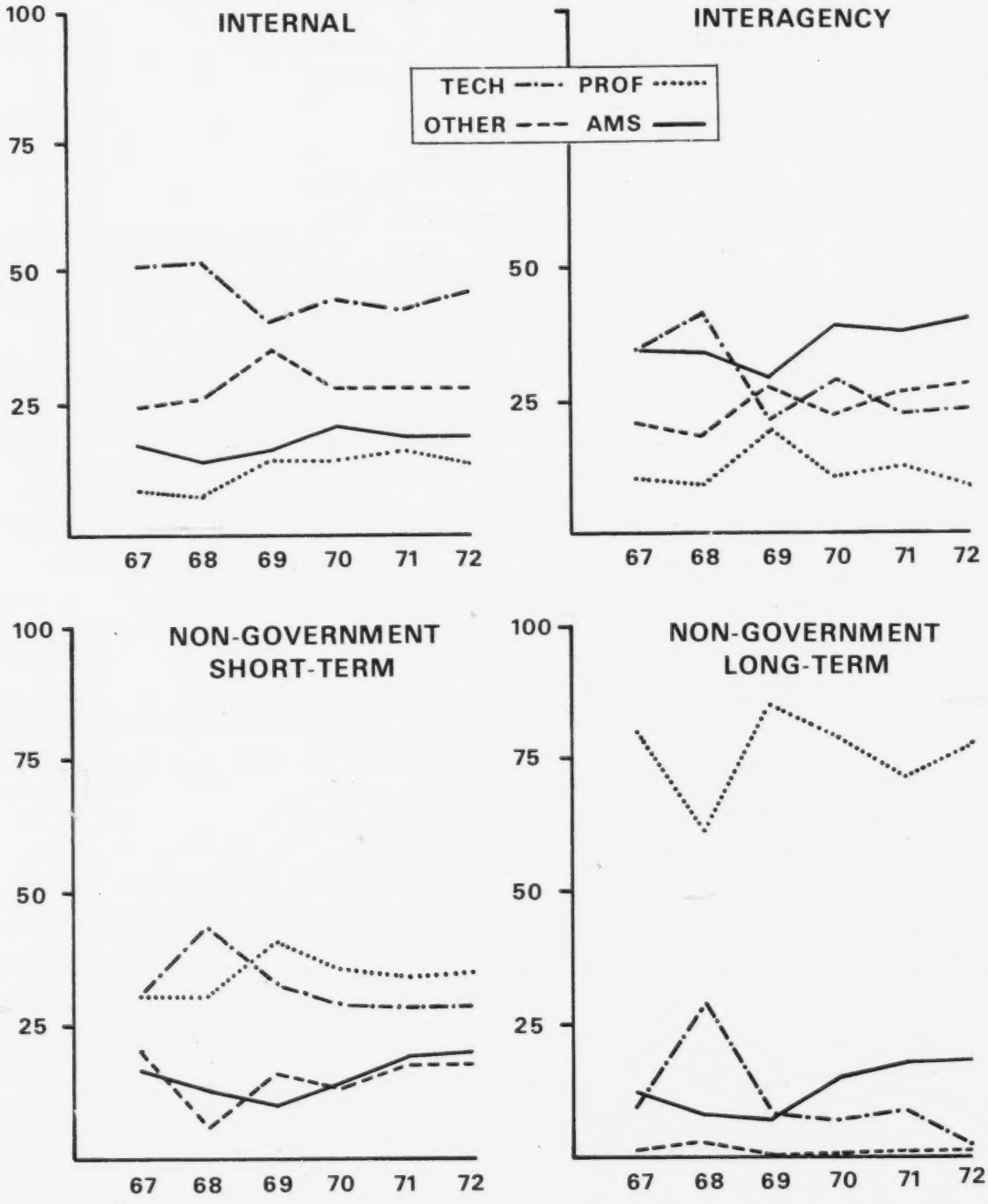


Table 5: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE AND CATEGORY—FY 1972

	Source of Training				
			Non-Government		
	Internal	Interagency	Short-Term	Long-Term	All Sources
Professional, Medical, Scientific, and Engineering	13.2	7.4	33.0	78.1	16.2
Technical	44.4	24.4	29.8	2.8	40.0
Administration, Management, and Supervision	19.2	40.2	20.2	18.2	21.4
Other	23.2	28.0	17.0	.9	22.4
ALL SOURCES	100.0	100.0	100.0	100.0	100.0

Table 6: AVERAGE COURSE LENGTH IN HOURS BY SOURCE OF TRAINING—FY 1970-1972

	FY 70			FY 71	FY 72		
	Men	Women	Combined	Combined	Men	Women	Combined
Internal	57	43	53	50	54	39	50
Interagency	31	27	30	41	40	33	38
Non-Government Long-Term	1396	1478	1400	1261	1421	1437	1423
Non-Government Short-Term	46	36	44	42	42	37	41
ALL SOURCES	55	41	51	50	53	39	49

TRAINING BY SEX—FY 67 TO FY 72

Since FY 67, the numbers of women receiving training have steadily increased, from 203,741, or 22% of all participants, to 258,894, or 27% of all participants. This increase has occurred entirely within the civilian agencies.

Training of women by the Department of Defense has declined 15.9%, from 107,027 in FY 67 to 89,961 in FY 72. It is important to note however, that at the same time the percentage of women receiving training within the Department of Defense has increased slightly, from 20.3% of all participants in FY 67 to 20.4% in FY 72.

The Cabinet level agencies showed an increase of 73.4% in the numbers of women trained, from 62,493 in FY 67 to 108,377 in FY 72. The proportion of women participants to total participants rose within the Cabinet agencies from 22.4% to 32.2%. For the other civilian agencies, the comparable figures show an increase in participation from 34,221 to 60,596, an increase of 77%. The proportion of women participants to total participation increased from 27% to 36%.

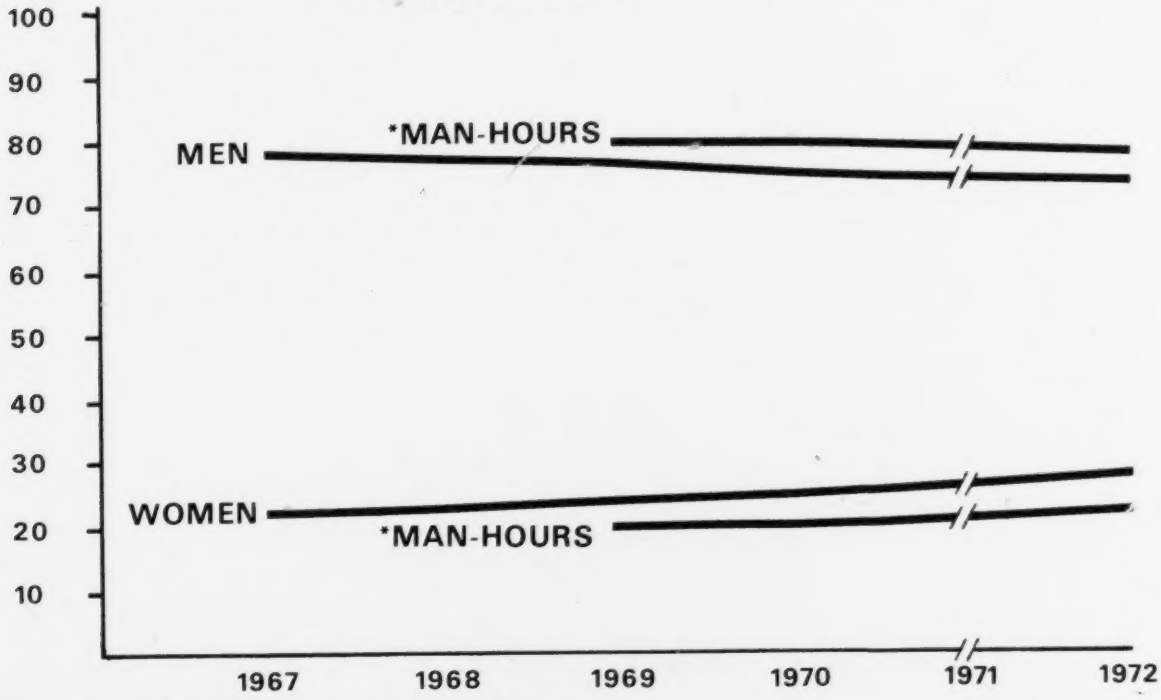
In FY 69, when participant man-hour data were first reported, the average woman trainee received 48.9 hours of instruction, the average male received 56.4 hours. For FY 72, the figures are 38.7 hours and 53.3 hours respectively. Hence, while the average length of a course has been decreasing, the absolute and percentage decreases have been greater for women.

Table 7 shows the percentage changes by source of training for both men and women that have occurred since FY 67. Figure 10 illustrates the percentage changes that have occurred in total participation and man-hours by sex during the period FY 67 to FY 72. Figure 11 illustrates the changes that have occurred since FY 67 in participation by category of training for men and women.

Table 7: PERCENTAGE CHANGE IN PARTICIPATION BY SOURCE OF TRAINING BY SEX—FY 1967-FY 1972

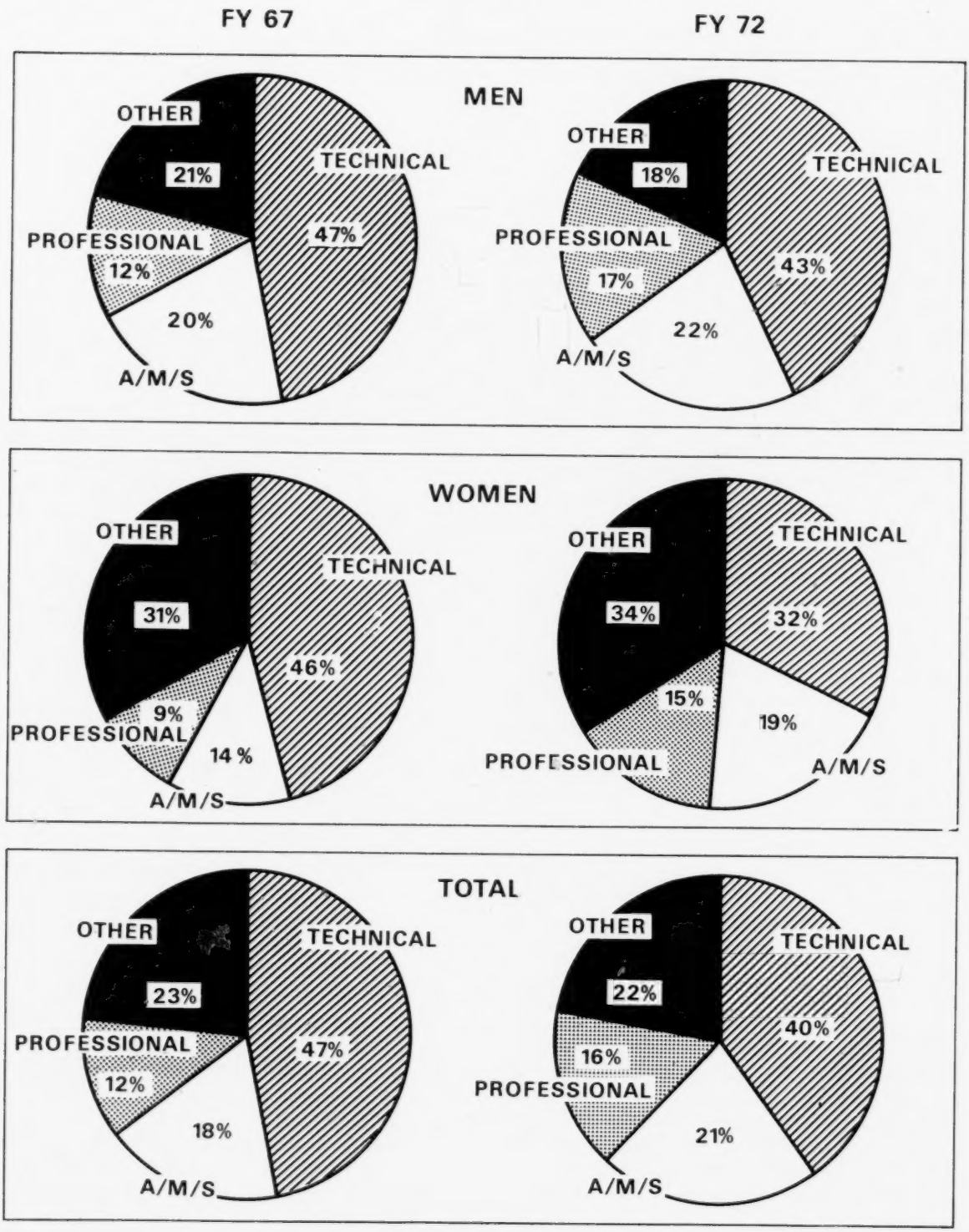
	Men	Women	Combined
Internal	—10.3	9.5	— 5.8
Interagency	54.3	173.0	83.5
Non-Government Short Term	— 3.4	71.4	8.9
Non-Government Long Term	30.4	127.6	35.8
ALL SOURCES.	— 5.9	26.5	1.3

FIGURE 10: PERCENTAGE OF TOTAL PARTICIPANTS AND MAN-HOURS BY SEX



*MAN-HOURS NOT REPORTED UNTIL FY 1969

FIGURE 11: PERCENTAGE OF TRAINING PARTICIPANTS BY SEX BY CATEGORY



TRAINING BY GRADE GROUP AND PAY SYSTEM

Because of the flux in agency population distribution, gross figures of numbers of employees trained by grade group and pay system do not present the most accurate picture of the rate of training, or of the change in the rate. For that reason, this analysis of training by grade group and pay system is based on the computation of training participant ratios and training man-hour ratios.

To determine the participant ratio for any group of employees, the number of training participants is divided by the population for that category. Thus, a group of 100 employees with 50 instances of training will have a participant ratio of 50%.

Similarly, the training man-hour ratio is determined by dividing the number of hours spent in training by the total number of hours worked by the employee group. If the employee group worked for one million man-hours during the course of a year and spent ten thousand of these man-hours in training, the man-hour ratio would be 1%.

This year, as in the past, the number of hours worked by a full-time employee is taken to be 1,816 hours per year. This is 8 hours a day for 227 days (260 days less 8 paid holidays, 20 days annual leave, and 5 days sick leave).

The analysis was based on data for 31 Federal agencies. Those Cabinet departments and large agencies (over 10,000 employees) were included where over 50% of the employees were either General Schedule or Wage Systems employees. These agencies were Agriculture, Commerce, Army, Navy, Air Force, Other Defense, GSA, HEW, HUD, Interior, Justice, Labor, NASA, Transportation, Treasury and VA. In addition 15 small agencies were included. These were CAB, Civil Service Commission, EEOC, FCC, Federal Home Loan Bank Board, FPC, FTC, ICC, Library of Congress, National Labor Relations Board, OMB, Railroad Retirement Board, SEC, Small Business Administration, and the Smithsonian Institution. Population data are from June 30, 1971. These 31 agencies employ 97% of all General Schedule and Wage System employees.

For the 31 agencies studied, the training participant ratio was 42.5%. This is an increase of 0.4% over FY 71. Participant ratios by grade group and pay system for FY 72 are shown in Table 8. From FY 71 to FY 72 the training man-hour ratio increased from 1.11% to 1.14%. This means that in FY 72 the average Federal employee spent 20.7 hours in training as compared to 20.2 hours in FY 71.

Data for individual grade groups yielded the man-hour ratios shown in Table 8 while Table 10 shows the average time spent in training during FY 72 for all participants by pay group and system. Table 11 shows the average time spent in training for all employees by pay group and system.

Comparisons with data from FY 71 in Table 9 show the changes in various measures of populations by pay system. These data, Table 10 and Figure 13 form the background for the following discussion. Summary data tables for each of the 31 agencies are contained in Appendix A of this report.

TRENDS

General Schedule

- GS 1–4
  - —The total number of lower-level Federal employees continued to decline during FY 72. The total GS 1–4 population dropped 3%, from 316,953 in FY 71 to 307,413 in FY 72. The number of employees in this category who participated in training activities also declined, although by only 1.3%, from 105,426 in FY 71 to 104,046 in FY 72.
  - —The GS 1–4 population accounted for 15.6% of the total population in FY 72 as opposed to 15.8% in FY 71. Employees at this level accounted for 12.4% of the number of training participants in FY 72 compared with 12.5% in FY 71.
  - —The average training session for GS 1–4 employees in FY 72 lasted 42 hours. This is an increase of 19% over the FY 71 average of 35 hours.
- GS 5–8
  - —In FY 72, there was a 2.4% increase in the total GS 5–8 population, from 368,048 to 376,941. The proportion of employees at this level who received training increased 4.9% from 176,059 in FY 71 to 184,683 in FY 72.
  - —The GS 5–8 population increased from 18.4% of the total population in FY 71 to 19.2% in FY 72. The proportion of training participants accounted for by employees at this level rose from 20.9% in FY 71 to 22.1% in FY 72.
  - —The average training session for GS 5–8 employees in FY 72 was 55.2 hours, an increase of 5% over the FY 71 average of 53 hours.

- GS 9–12
  - —In FY 72, the population of the GS 9–12 grade group increased 0.4% from 420,508 to 422,287. This group thus remained the largest of the General Schedule grade groupings, second only to the Wage System pay group in total size. The number of employees at this level who were involved in training, however, decreased by 23,657, or 7.4% (see Figure 13).
  - —The population of this group relative to the Federal population increased by a small amount, from 21% to 21.5% of the population. This 21.5% accounted for 35.2% of the total training participants and 36.7% of the total number of participant man-hours. These relatively high percentages are typical for the GS 9–12 group, and are observable as such in Figures 13 and 14. (The data in Figure 14 include all agencies.)
  - —The average length of a training session for employees at this level was 50.8 hours, an increase of 1.8 hours over FY 71.
- GS 13–15
  - —The total population of this grade group increased 3.6% over FY 71, from 152,576 to 158,001. Training participation decreased by 9% to 99,533. This was the largest proportionate decrease in participation for any grade group (see Table 9).
  - —A relatively large proportion of employees at this level, however, continue to participate in training. The participant ratio of 63% for FY 72, even though down from the FY 71 ratio of 72% is second only to the ratio for the GS 9–12 group.
  - —The GS 13–15 employees evidenced the greatest increase in the average number of hours of training per participant, from 42 hours to 53.8 hours, an increase of 28%.
- GS 16–18
  - —The population of the GS 16–18 group increased in FY 72 by 2.2%, from 4,325 in FY 71 to 4,421. Participation in FY 72 was 2,084 compared with 2,086 in FY 71.
  - —For the second year in a row there was a drop in the participant ratio for the GS 16–18 group (see Figure 13). In FY 72, the ratio of GS 16–18 personnel receiving training decreased from 48.2% to 42.1%.
  - —However, there was an increase for this group in the average length of a training session, from 49 hours in FY 71 to 58 hours in FY 72, an increase of 18.4%.

Wage System

The Wage System employee population decreased by 7% during FY 72. This was primarily the result of a decline in the number of Wage System employees working for the Department of Defense, since approximately 82% of all Wage System employees worked for this Department in FY 72. The decline in the number of Wage System employees, from 641,952 in FY 71 to 596,767 in FY 72, was the greatest percentage decrease among Federal employee population groups. However, there was a 15.8% increase in the number of training participants in this group.

These data account for the 24.4% increase in the participant ratio for Wage System employees from FY 71 to FY 72 (see Figure 13). Although Wage System employees accounted for 30.4% of the total Federal population in FY 72, they accounted for only 12.3% of the total training man-hours and 15.1% of the participants. The average length of a training session for Wage System participants was 39.6 hours.

Other Pay Systems [1]

The population in other pay systems rose 1.8% in FY 72, from 97,268 in FY 71 to 99,026 in FY 72. Since participation increased more than the population, the participant ratio increased 4.8%. Training participants in other pay systems spent an average of 33.1 hours in training. This average, a decline of 2.9 hours from the FY 71 average, is lower than both the Wage System average and any of the General Schedule averages (See Table 10).

[1] Other Pay Systems include the VA Department of Medicine and Surgery, officers of the Coast and Geodetic Survey, and others.

Table 8: PARTICIPANT AND MAN-HOUR RATIOS BY PAY SYSTEM, FY 1971 AND FY 1972

Pay System	Participant Ratio		Man-Hour Ratio	
General Schedule	FY 71	FY 72	FY 71	FY 72
GS 1–4	33.3%	33.8%	0.6%	0.8%
GS 5–8	47.8%	49.0%	1.4%	1.5%
GS 9–12	75.6%	69.7%	2.0%	2.0%
GS 13–15	71.7%	63.0%	1.7%	1.9%
GS 16–18	48.2%	47.1%	1.3%	1.5%
Wage Systems	17.0%	21.2%	0.5%	0.5%
Other Systems	23.4%	24.2%	0.5%	0.4%
ALL SYSTEMS	42.1%	42.5%	1.1%	1.1%

Table 9: PERCENTAGE CHANGES FOR 31 AGENCIES, FY 1971—FY 1972

Pay System	Population	Participants	Man-Hours	Part. Ratio	MH-Ratio	Hrs/Part.
General Schedule						
GS 1–4	−3.0%	− 1.3%	+16.9%	+ 1.6%	+21.9%	+18.8%
GS 5–8	+2.4%	+ 4.9%	+ 9.5%	+ 2.5%	+ 7.2%	+ 4.1%
GS 9–12	+0.4%	− 7.4%	− 3.5%	− 7.8%	− 3.9%	+ 3.7%
GS 13–15	+3.6%	− 9.0%	−16.0%	−11.2%	+12.0%	+28.1%
GS 16–18	+2.2%	− 0.1%	+18.5%	+ 1.1%	+16.2%	+18.4%
Wage Systems	−7.0%	+15.8%	−22.6%	+24.4%	−16.4%	−32.8%
Other Systems	+1.8%	+ 6.7%	− 3.3%	+ 4.8%	− 4.4%	− 8.1%
ALL SYSTEMS	−1.8%	− 0.7%	+ 0.6%	+ 1.2%	+ 2.7%	+ 1.4%

FIGURE 12: PERCENTAGE OF NON-SALARY EXPENDITURES BY TYPE, FY 1972

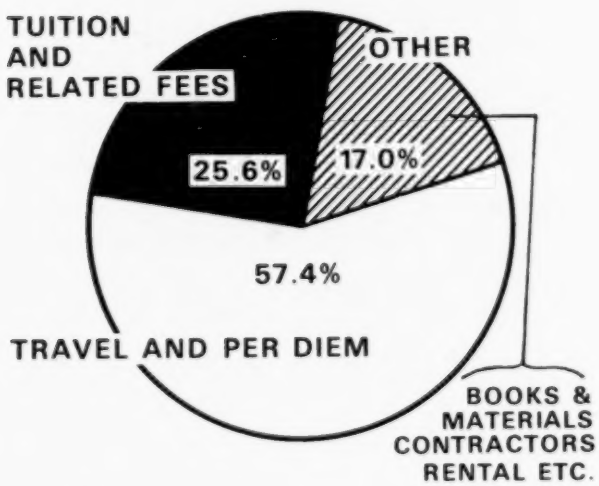


FIGURE 13: PARTICIPATION RATIOS BY GRADE GROUP AND PAY SYSTEM

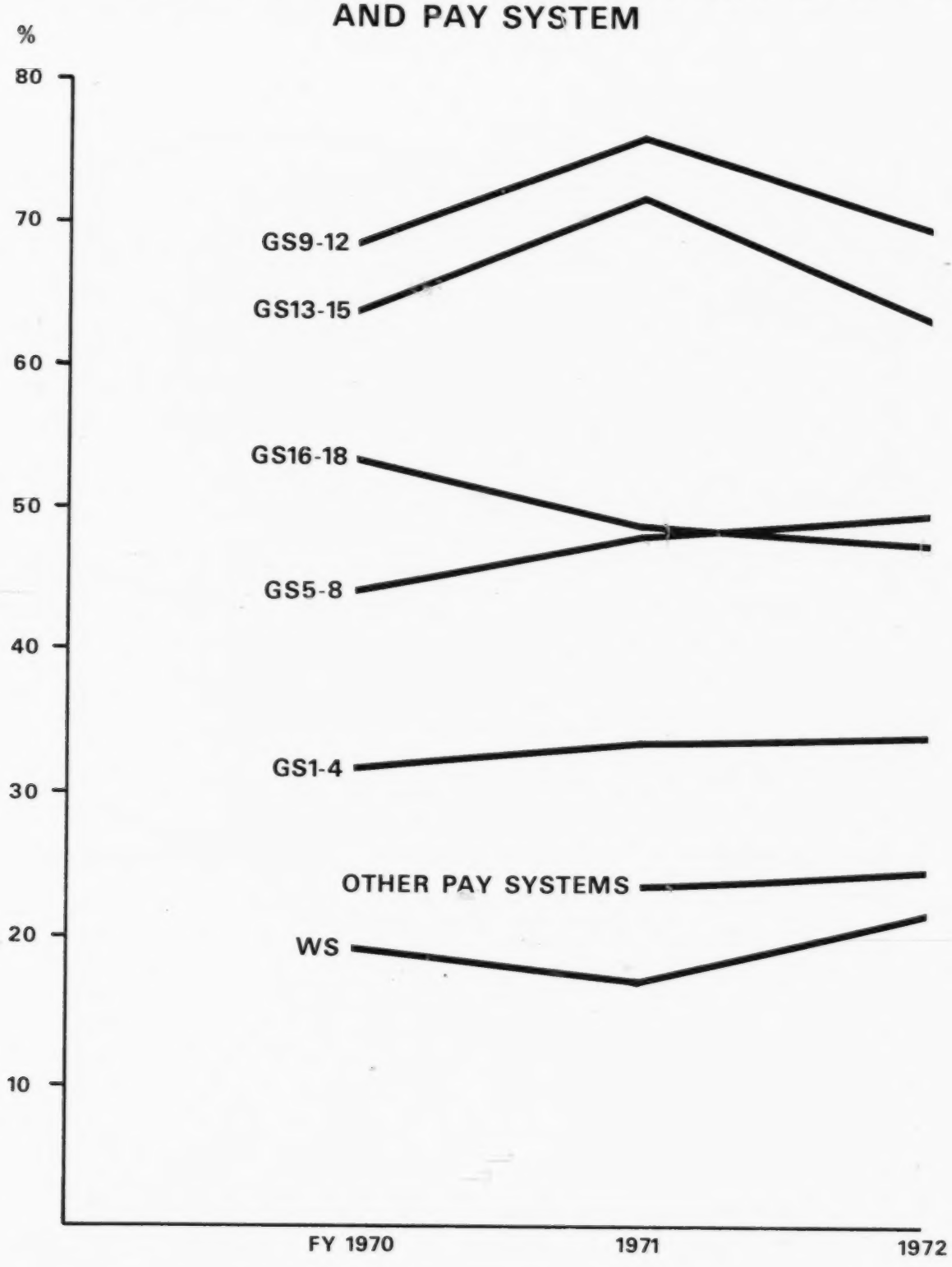


FIGURE 14: PERCENTAGE OF TOTAL PARTICIPATION BY GRADE GROUP AND PAY SYSTEM (ALL AGENCIES)

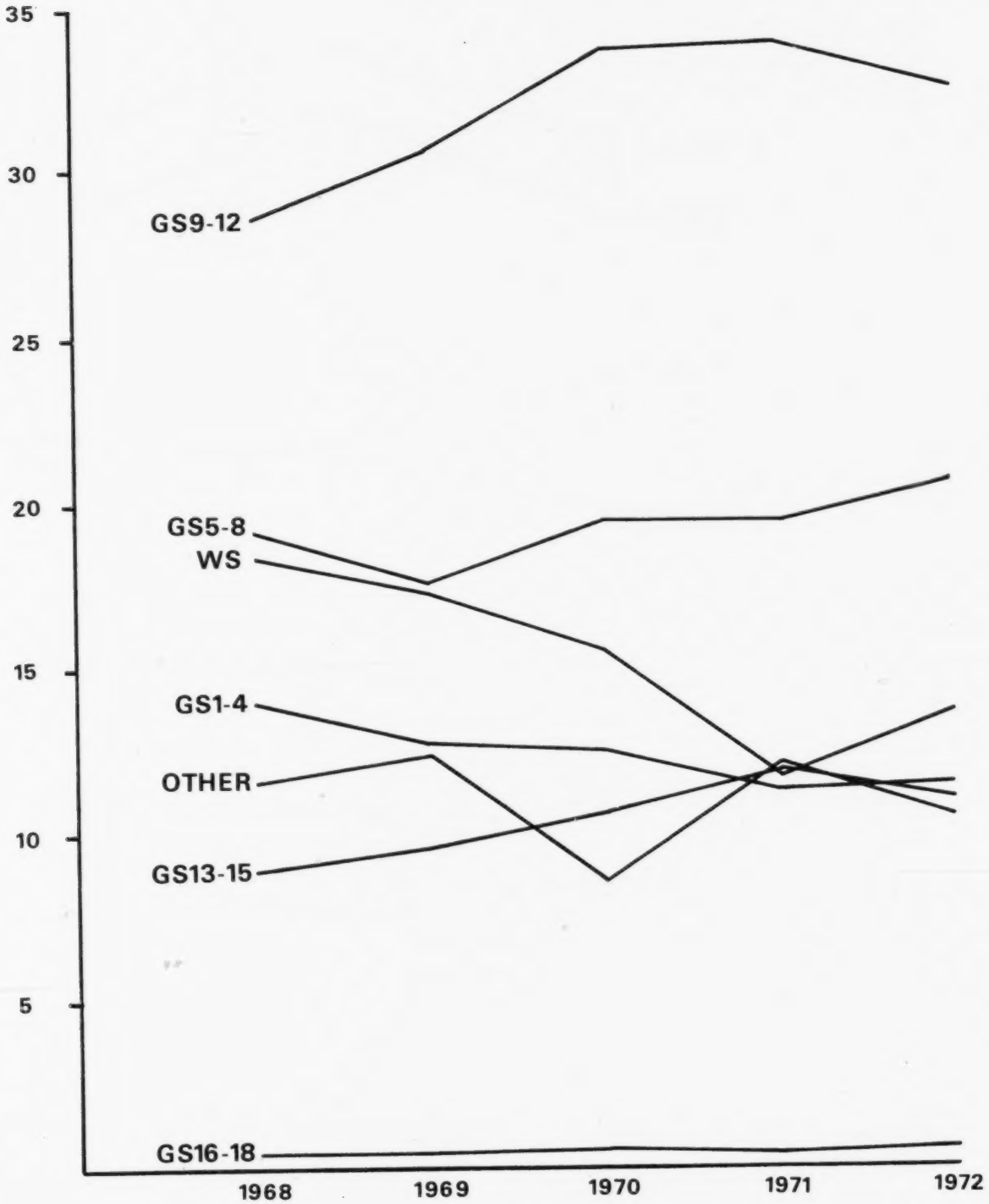


Table 10: AVERAGE TIME SPENT IN TRAINING BY TRAINEES BY GRADE GROUP AND PAY SYSTEM, FY 1972 (IN HOURS)

Agency	GS 1–4	GS 5–8	GS 9–12	GS 13–15	GS 16–18	WS	Other	All Groups
Agriculture	22	32	36	45	112	19	14	33
Commerce	25	36	57	50	65	41	68	45
Army	25	42	46	46	76	33	61	41
Air Force	35	44	47	64	56	52	32	47
Navy	32	66	47	44	42	41	42	45
Other Defense	31	55	51	50	89	16	38	48
HEW	32	69	35	44	37	31	36	46
HUD	43	49	31	40	38	56	27	38
Interior	46	67	56	37	227	38	85	54
Justice	84	77	103	48	55	27	24	81
Labor	31	28	21	26	38	36	48	26
Transportation	186	103	114	107	41	57	8	110
Treasury	36	77	51	42	36	65	0	58
GSA	67	44	26	25	37	41	38	41
VA	67	22	31	31	32	20	30	34
NASA	41	27	39	40	57	23	54	37
15 Small Agencies	32	37	31	29	46	29	16	33
All Agencies	42	55	51	54	58	40	33	49

Table 11: AVERAGE TIME SPENT IN TRAINING FOR ALL EMPLOYEES BY GRADE GROUP AND PAY SYSTEM, FY 1972 (IN HOURS)*

Agency	GS 1–4	GS 5–8	GS 9–12	GS 13–15	GS 16–18	WS	Other	All Groups
Agriculture	8.2	18.6	29.2	27.3	53.1	4.7	7.2	19.4
Commerce	17.4	16.1	29.5	25.1	27.3	2.6	9.9	20.0
Army	6.5	16.2	35.1	33.8	43.1	4.2	4.7	14.1
Air Force	4.8	16.3	30.3	31.5	50.0	8.5	56.6	15.4
Navy	5.8	20.5	24.8	21.1	35.2	13.8	5.4	15.4
Other Defense	8.2	28.5	52.4	53.0	44.9	3.2	3.7	30.7
HEW	15.4	34.9	25.1	24.1	19.1	7.3	1.5	22.8
HUD	16.1	21.1	18.6	26.7	16.8	1.3	.1	19.8
Interior	22.4	38.1	42.7	21.2	60.2	9.1	12.0	28.5
Justice	64.3	55.0	57.1	12.3	15.8	15.6	.2	47.8
Labor	21.5	18.8	20.2	25.5	19.9	.4	9.4	21.1
Transportation	44.2	47.5	81.3	100.7	13.7	17.0	.5	70.6
Treasury	33.1	102.7	35.8	20.9	12.0	13.3	–0–	47.3
GSA	33.3	30.9	25.8	26.3	16.0	5.5	32.7	18.9
VA	15.0	6.8	18.7	21.8	33.8	3.6	16.6	11.8
NASA	15.8	12.5	25.8	24.1	21.4	11.4	5.9	20.8
15 Small Agencies	9.3	13.1	13.8	11.0	17.9	4.4	.2	11.7
All Agencies	14.1	27.0	35.4	33.9	27.4	8.4	8.1	20.7

* Participant man-hours averaged across total population of the 31 agencies.

TRAINING EXPENDITURES

During FY 72, $221,937,438 was spent for training, an increase of 10.8% over FY 71. Of this amount, 51% was accounted for by staff salaries and the remaining 49% was expended for non-salary items: travel and *per diem*, tuition and related fees, books and materials, contracted services, rental of space, and other related items. These percentages showed little change since FY 71, salary expenditures decreased 1% and non-salary expenditures increased 1%. The average cost per participant was $235, an increase of $28 over the FY 71 average of $207.

Non-Salary Expenditures

Non-salary expenditures totaled $108,270,777, an increase of 13.6%, or $12.9 million, over the FY 71 total of $95,338,901. The average non-salary cost per participant in FY 72 was $114, an increase of $15 over the FY 71 average of $99.

Of the $13 million increase in non-salary expenditures for FY 72, the increase in travel and per diem expenditures accounted for $7.8 million, or 60%. In FY 71 this item of expense accounted for 55% of the total increase in all non-salary expenditures.

Table 12 shows the distribution of non-salary expenditures by type and source of training. Figure 12 illustrates the percentage of total non-salary expenditures by type.

Salary Expenditures

Total salary expenditures for full and part-time personnel engaged in employee development and training activities amounted to $113,666,761 in FY 72. This was an increase of $8.7 million over FY 71. The average salary expenditure per employee trained was $120, an increase of $12 over the FY 71 average of $108.

- Full-Time Personnel Salary Expenditures
  Full-time salary expenditures of $98,759,536 were reported for 7,038 employees in the following categories:
  —Employee Development Officers: 2,249 employees earned $36,653,141 in salaries.
  —Instructors: 2,632 employees in this category received salaries totaling $39,502,726.
  —Administrative Support: 906 employees earned $13,340,028 in salaries.
  —Clerical Support: In this category, 1,251 employees earned salaries totaling $9,253,641.

  The total of these expenditures represents an increase of $5.6 million, or 6.3% over the total for FY 71. Approximately 31% of this increase is accounted for by the Federal pay raise which went into effect in January, 1972. Since FY 67, expenditures for full-time training personnel salaries have increased 134%. This growth rate—about 20% annually—is the result both of salary increases and of training staff expansion. During the period FY 67 to FY 72, the number of full-time training personnel has increased by 53%, or 2,432 employees. The average training staff member salary has similarly increased 53%, from $9,171 in FY 67 to $14,032 in FY 72. In comparison, the average salary of all full-time General Schedule employees within the Federal Government has, during the period FY 67 to FY 72, increased about 54%, from $8,148 to $12,558.

  The average salary for each category of training personnel from FY 67 to FY 72 is presented in Figure 15. Figure 16 illustrates the percentage changes that have taken place since FY 67 in the distribution of expenditures for full-time training personnel by category.

- Part-Time Personnel Salary Expenditures
  Part-time training personnel worked approximately 1,433 man-years. This total accounted for about 17% of the total training staff man-years. The $14,907,225 in salaries received by part-time personnel represented 13% of the total salary expenditures for training.

  Total part-time man-years increased 25% during FY 72. Salary expenditures also increased 25% from FY 71. The average expenditure per man-year decreased, however, by $62, or 1%. This decrease to $10,405 per man-year suggests that lower grade level employees are being utilized in training functions on a part-time basis.

Expenditures by Source of Training

In order to more accurately compare the costs per participant and man-hour of the four different sources of training, the salary expenditures for instructors and part-time training personnel were added to the non-salary expenditures reported for internal training. Also added was one third of the salary expenditures for Employee Development Officers and clerical and administrative support personnel. The

additions, totaling $74,158,887, were made to offset the absence of internal tuition payments which in non-agency sources are primarily applied toward training staff salaries. No salary additions were made to the non-salary expenditures of the other sources of training. Table 13 presents a breakdown of expenditures by source including the average costs per participant and man-hour of training.

Summary data by source show the following highlights:

- Internal
  - —Non-salary expenditures for internal training totaled $61.8 million, or 57% of the total non-salary expenditures. This was an increase of 19.7% over the FY 71 expenditures of $51.6 million. Assigned staff salaries of $74.2 million, representing 62% of all staff salary expenditures, increased 7.4% over the FY 71 total of $69.1 million. Adding salary and non-salary expenditures, the total cost of internal training was $135.9 million, an increase of 12.6% over the FY 71 total of $120.7 million. Participation in internal training activities, on the other hand, declined by 2.8% from FY 71 to FY 72.
  - —Of the total increase in internal training expenditures, 45% was accounted for by travel and *per diem* expenditures and 35% by salary expenditures.
- Interagency Training Expenditures
  - —Interagency training expenditures increased by 12.2%, or $1.4 million, while participation increased by 3.1%. There was an average increase in expenditures of 8.8%, or $12 per participant, between FY 71 and FY 72.
  - —Of the total increase in expenditures, 96.6% was accounted for by increases in tuition and fees.
- Non-Government Short-Term Expenditures
  - —Expenditures for this source of training increased 5%, or nearly $755 thousand in FY 72. Participation declined by 2.5%, or 4,162 participants. There was an increase of $13 in the average cost per participant between FY 71 and FY 72.
  - —Expenditures for tuition and related fees increased 4.8% while travel and *per diem* expenditures increased by 15.3%. Other expenditures (i.e., rental books, contractors, and other related costs) decreased by 3%.
- Non-Government Long-Term Expenditures
  - —Non-Government long-term expenditures decreased by 1.8% from $3.8 million in FY 71 to $3.7 million in FY 72. Participation declined by 14%. The average cost per participant increased $74, or 3%.
  - —Expenditures for tuition and related fees decreased 1% while travel and *per diem* expenditures decreased by 11%. Expenditures for items such as books, contracted services, and other related costs increased by 4%.

Table 12: AGENCY NON-SALARY EXPENDITURES FOR TRAINING, FY 1972 (IN DOLLARS)

Type of Expense	Internal	Interagency	Non-Government Short-Term	Non-Government Long-Term	Total
Tuition and Related Fees ...	1,222,702	8,266,489	16,337,693	1,922,472	27,749,356
Travel and Per Diem	47,482,259	4,447,484	8,782,272	1,396,754	62,108,769
Other Expenditures	13,064,596	496,481	4,431,197	420,278	18,412,552
• Books and Materials ...	(3,085,211)	(107,567)	(846,697)	(136,405)	(4,175,880)
• Contractors	(3,366,343)	(294,875)	(3,449,904)	(248,399)	(7,359,821)
• Rental	(1,453,659)	(34,650)	(6,337)	(108)	(1,494,754)
• Other Related Costs ...	(5,159,083)	(59,389)	(128,859)	(35,366)	(5,382,097)
TOTAL	61,769,557	13,210,454	29,551,162	3,739,504	108,270,677
Percent of Total Expenditures	57.1	12.2	27.3	3.5	100.0
Percent Change From FY 71	+19.7	+ 12.2	—1.8	+ 5.0	+13.6
Percent Change From FY 67	—	+192.0	+7.2	+53.1	+35.3*

* Internal training expenditures not included in determination of percentage.

FIGURE 15: AVERAGE SALARIES OF FULL-TIME TRAINING PERSONNEL BY CATEGORY

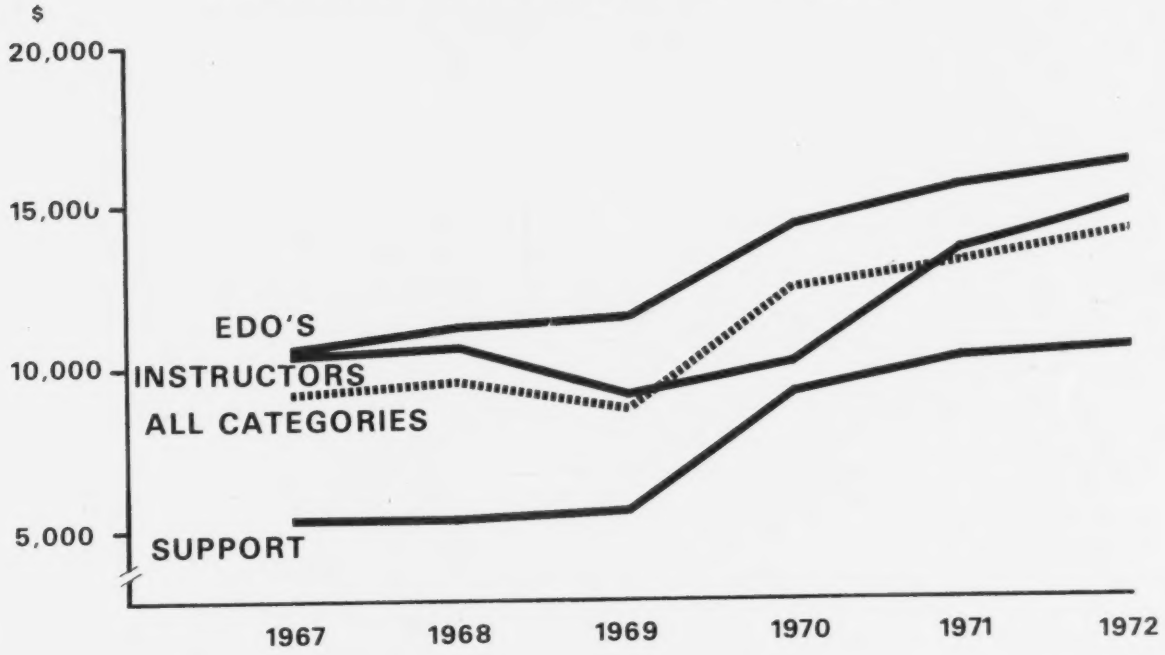


FIGURE 16: PERCENTAGE OF EXPENDITURES FOR FULL-TIME TRAINING PERSONNEL BY CATEGORY

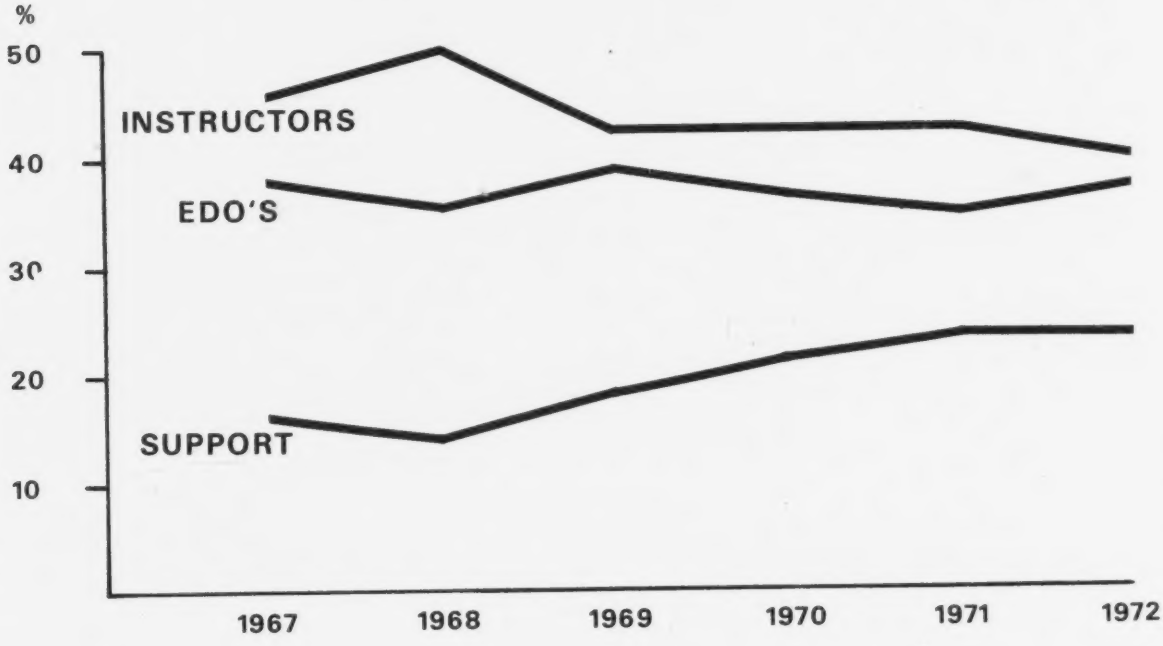


Table 13: TRAINING EXPENDITURES BY SOURCE OF TRAINING: COST PER PARTICIPANT AND PER PARTICIPANT-HOUR, FY 1972

Source of Expenditures	Total Participants	Total Expenditures (000,000)	Average Cost Per Participant	Total Participant Man-Hours (000,000)	Average Cost Per Hour	Percent Change in Average Cost Per Hour FY 71—FY 72
Internal	693,637	$135.9	$ 195.97	34.6	$3.92	+16%
Interagency	88,604	$ 13.2	$ 149.10	3.3	$3.95	+19%
Non-Government Short-Term	162,078	$ 29.6	$ 182.33	6.6	$4.47	+10%
Non-Government Long-Term	1,411	$ 3.7	$2,650.25	2.0	$1.86	+ 1%
ALL SOURCES	945,730	$182.4	$ 193.40	46.6	$3.92	+15%

DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL

The distribution of full-time training personnel by category for FY 72 is illustrated in Figure 17. The proportion of personnel in each category remained relatively constant from FY 71 to FY 72. The greatest change was in the number of instructors, decreasing from 41% of all full-time training personnel in FY 71 to 37% in FY 72. Clerical support personnel comprised 18% of the training staff in FY 72, showing no change since FY 71. The numbers of Employee Development Officers and administrative support personnel each increased by 2% over the FY 71 totals.

Changes in the total number of full-time training personnel by category from FY 67 to FY 72 are illustrated in Figure 18.

Since FY 67, there has been a gradual increase in the number of training personnel relative to the total employee population of the Federal Government. In FY 67, there were 2.49 training personnel per 1,000 Federal employees. During the last six years, this proportion has increased 35% to 3.36 training personnel per 1,000 employees (see Table 14). During this same period, the number of training instances has increased 1.3%, from 933,457 in FY 67 to 945,730 in FY 72, and the total number of participatory man-hours has increased 3.7% from 34.9 million in FY 67 to 36.2 million in FY 72.

While it is true that the proportion of training personnel in the Federal Government has increased at a rate greater than that of either training instances or participatory man-hours, it is also true that during the period FY 67 to FY 72, the average training experience has undergone a change in character.

Training personnel today often function in an advisory or counseling capacity. Matters with which the typical training specialist is concerned arise from several diverse sources: from the needs and interests of individual Federal Government employees, from problems facing individual Government agencies and their subdivisions, and from issues engendered on a national level.

FIGURE 17: DISTRIBUTION OF FULL TIME PERSONNEL BY CATEGORY, FY 1972

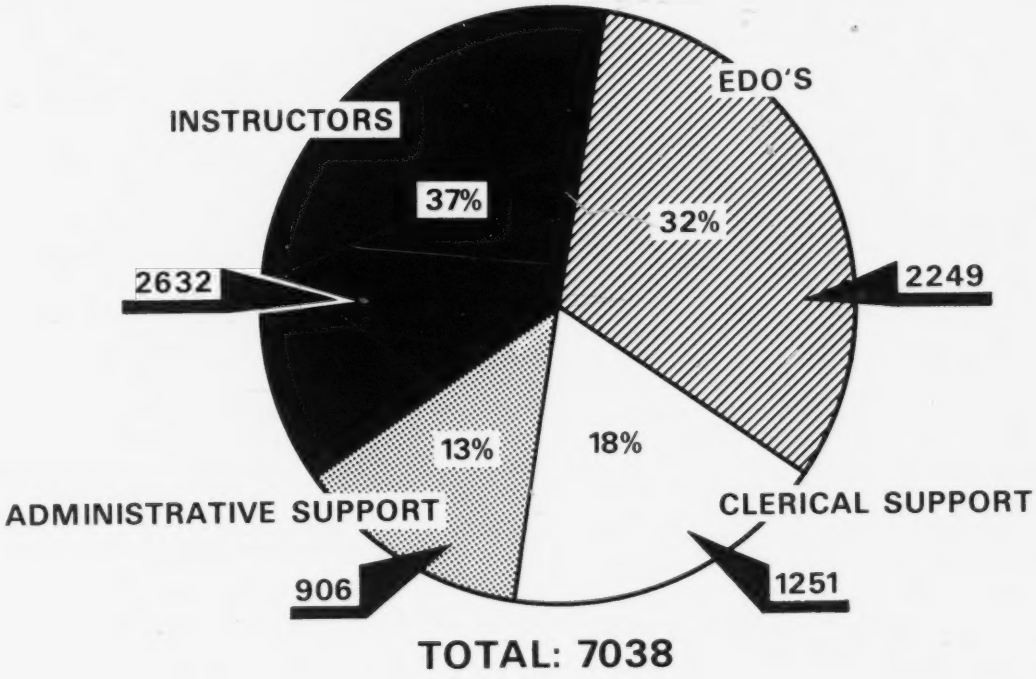
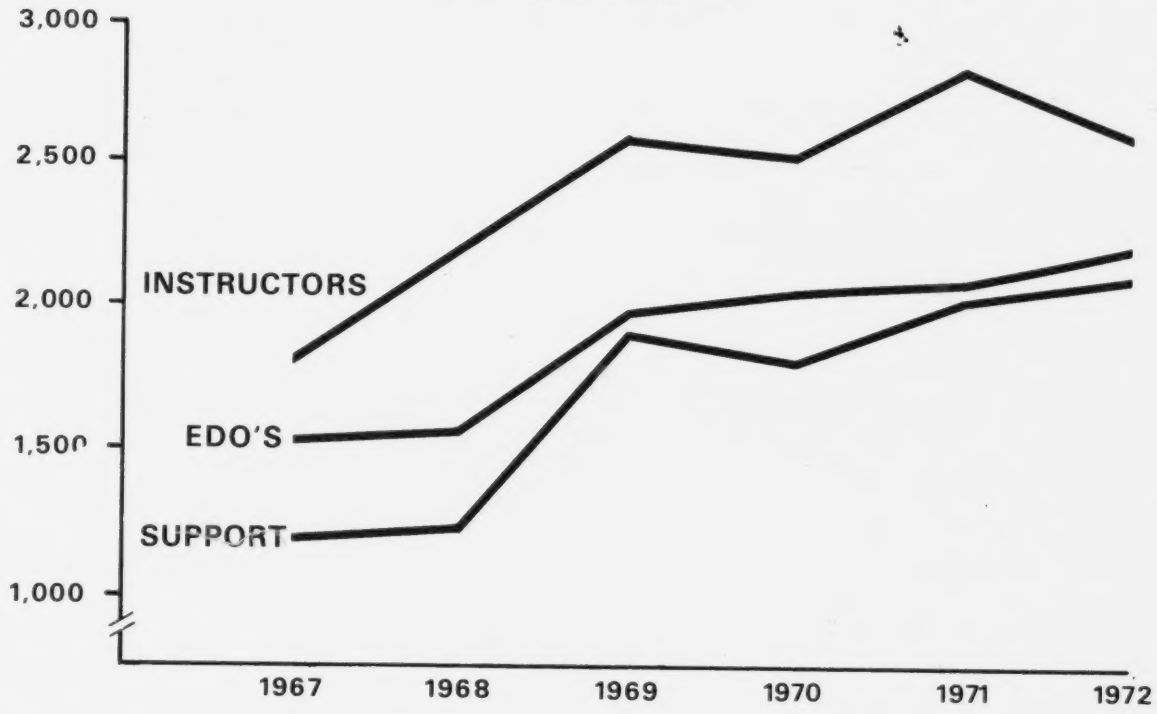


Table 14: RATIO OF FULL-TIME PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES—FY 1967 TO FY 1972

	1967	1968	1969	1970	1971	1972
Employee Development Officers	.81	.76	.92	.96	1.02	1.07
Instructors	.99	1.11	1.25	1.18	1.25	1.26
Support Personnel	.66	.60	.88	.96	.97	1.03
ALL CATEGORIES	2.49	2.47	3.05	3.10	3.24	3.36

FIGURE 18: TOTAL FULL-TIME TRAINING PERSONNEL BY CATEGORY



AGENCY TRAINING CENTERS

During FY 72, 160,664 Federal employees attended agency training centers. These employees accounted for 17% of all training participants. In addition, 23,352 non-Federal employees attended courses at the centers. Designed primarily to meet internal training needs, these centers are often open to employees from other agencies. The participant composition for all centers is shown in Table 15.

Table 15: AGENCY TRAINING CENTER PARTICIPATION, FY 1972

	Participants	Percentage
Agency Employees ...	131,828	71.6
Employees of Other Agencies	28,836	15.6
Total Federal ...	160,664	87.2
Non-Federal	23,342	12.8
TOTAL	184,016	100.0

OFF-CAMPUS STUDY CENTERS

Off-campus study centers are established by cooperative agreements between Federal agencies and educational institutions to provide career-related training and higher education opportunities at relatively low cost at the work site. In FY 1972, 13 agencies sponsored 132 off-campus study centers (often in cooperation with other agencies at both the Federal and state level) throughout the United States and in Puerto Rico and Europe. The courses and programs offered include nearly every major field of study from the Arts to Zoology. Table 16 shows the participant composition at these centers.

Table 16: OFF-CAMPUS STUDY CENTER PARTICIPATION, FY 1972

	Participants	Percentage
Agency Employees ...	28,482	77.3
Employees of Other Agencies	2,415	6.5
Total Federal ...	30,897	83.8
Non-Federal	5,940	16.2
TOTAL	36,837	100.0

INTERGOVERNMENTAL TRAINING

In FY 72, agencies were asked for the first time to provide data on training provided to employees of state and local governments. Twenty agencies reported the training of 43,711 state and local employees. Table 17 shows the distribution of this training by agency.

Table 18 shows a breakdown of training participation in terms of whether the training was reimbursable (i.e., to the agency providing the training) or non-reimbursable. Reimbursable training conducted by the Civil Service Commission accounted for 91% of the participants and 83% of the revenues.

Of the total 30,658 non-reimbursable participants, the Department of Health, Education, and Welfare provided training to 20.5% or 6,279 participants and the Department of Justice accounted for 4,969 instances, or 16.2% of the total.

For all participants combined, the average length of a training session was 30 hours.

Table 17: INTERGOVERNMENTAL TRAINING PARTICIPATION AND MAN-HOURS BY AGENCY

Agency	Training Participation			Total Man-hours
	State	Local	Total	
Agriculture	1,467	2,588	4,055	51,910
Commerce	272	68	340	19,920
CSC	7,817	4,079	11,896	300,000
Air Force	5	42	47	1,114
Army	34	659	693	18,617
Navy	34	80	114	4,320
Defense Supply	4	23	27	533
HEW	1,995	4,408	6,403	70,803
HUD	52	715	767	16,600
Interior	435	387	822	10,272
Justice	848	4,121	4,969	389,234
Labor	1,656	442	2,098	119,714
Transportation	1,938	73	2,011	56,168
Treasury	–0–	1,248	1,248	115,705
EPA	2,639	2,324	4,963	132,058
GSA	147	78	225	4,392
NASA	3	9	12	440
OEO	10	55	65	281
SEC	75	–0–	75	1,528
VA	2,126	755	2,881	33,340
TOTAL	21,557	22,154	43,711	1,346,949

Table 18: REIMBURSEMENTS FOR INTERGOVERNMENTAL TRAINING BY AGENCY

Agency	Training Participation			Total Reimbursements (in dollars)
	Reimbursable	Non-Reimbursable	Total	
Agriculture	631	3,434	4,055	$ 81,569
Commerce	340	–0–	340	93,374
CSC	11,895	1	11,896	887,000
Air Force	–0–	47	47	–0–
Army	–0–	693	693	–0–
Navy	14	100	114	300
Defense Supply	–0–	27	27	–0–
HEW	124	6,279	6,403	3,870
HUD	–0–	767	767	–0–
Interior	49	773	822	2,595
Justice	–0–	4,969	4,969	–0–
Labor	–0–	2,098	2,098	–0–
Transportation	–0–	2,011	2,011	–0–
Treasury	–0–	1,248	1,248	–0–
EPA	–0–	4,963	4,963	–0–
GSA	–0–	225	225	–0–
NASA	–0–	12	12	–0–
OEO	–0–	65	65	–0–
SEC	–0–	75	75	–0–
VA	–0–	2,881	2,881	–0–
TOTAL	13,053	30,658	43,711	$1,068,708

II. ACCOMPLISHMENTS THROUGH AGENCY TRAINING ACTIVITIES

In their annual reports to the Civil Service Commission, agencies recounted a number of specific examples of employee training which they believed contributed to their employees' and to the agencies' ability to be more responsive to Executive and legislative mandate and to issues that are of special interest to the public. The summary of selected agency training activities that follows is arranged under broad topic headings that reflect the Executive or legislative mandate or the public interest served by the training. These broad categories are:

- Executive, managerial and supervisory training,
- Labor management relations training,
- Upward mobility training,
- Equal employment opportunity training,
- Training to preserve the environment,
- Training in support of public health and safety, and
- Law enforcement and security training.

EXECUTIVE, MANAGERIAL AND SUPERVISORY TRAINING

FY 72 was a year of considerable training activity in areas pertaining to the development of supervisory, management and executive personnel.

Training of the following kinds was provided: (1) courses dealing with specific techniques associated with the planning, organizing, scheduling, evaluating and controlling functions; and (2) workshops and seminars providing guidance in the implementation of current agency policies and programs. The following are illustrative:

- The Health Services and Mental Health Administration of the Department of Health, Education, and Welfare conducted a series of five day conferences on Problem Analysis and Decision Making. This program for middle and upper level managers included reading and study assignments designed to sharpen skills and reinforce the learning which had taken place.
- The Federal Aviation Administration of the Department of Transportation provided training to all new and current supervisors and managers at a centralized, live-in facility located on a college campus. Each supervisor and manager attended an appropriate three-week course. Since its inception in May, 1971, 4100 personnel have been through the program.
- The Office of Domestic and International Business of the Department of Commerce developed a Management Functions Listing to determine which management functions were discussed and most emphasized at managerial development courses attended by their personnel. From personnel who had taken appropriate courses opinions on course content were obtained. The responses were averaged for course content emphasis on identified managerial functions. The averages were subsequently used to develop a profile on each course. This tool, known as the Management Functions Inventory, is used to identify courses that present content with the desired emphasis on identified training needs.

Other Agencies which reported training activities in the field of managerial and executive development include the Departments of Agriculture, Air Force and Army, the National Credit Union and the Civil Aeronautics Board.

LABOR MANAGEMENT RELATIONS TRAINING

In FY 72, many Federal agencies provided training in the field of labor management relations. Typical courses dealt with the techniques of handling labor management conflicts, collective bargaining and grievance and arbitration procedures. Representative examples of such training reported by Federal agencies in FY 72 include the following:

- The Government Printing Office arranged for an instructor of the New York School of Industrial and Labor Relations, Cornell University, to conduct two fifteen-hour courses for managers on contract negotiating. Office officials who would most likely represent their organization in bargaining sessions attended. Administrative personnel felt that, given the number and variety of unions within the Government Printing Office, an ability to negotiate contracts would be useful to all top officials.
- Representative of the high priority on labor management relations training in the Department of the Interior was the introduction by

the National Park Service of two five-day courses designed to inform agency management participants about the concepts and principles of negotiating, administering and implementing collective bargaining agreements. Workshops and exposure to professional resources from other Government agencies and the private sector provided practical knowledge on collective bargaining, thus preparing the field managers to assume existing and future obligations in this field.

- The Department of the Navy, Naval Weapons Station of Concord, California, sponsored the attendance of two personnel staff members at Civil Service Commission courses dealing with arbitration in labor relations. These employees subsequently developed and presented a workshop on adverse actions which was attended by 68 Station supervisory personnel.

In addition to the above training programs dealing with labor management relations, similar programs were provided by the Departments of the Air Force, Army and Commerce.

UPWARD MOBILITY TRAINING

In response to Executive and legislative mandate, most agencies have developed and implemented special training programs designed to provide lower level employees with the skills and knowledges they need to realize their full potential and advance to positions of greater responsibility. The following examples are illustrative:

- During FY 72, 485 trainees entered the Public Service Careers Program of the Department of the Navy at 32 Navy and Marine Corps activities. The Naval Material Command Support Activity for example, established an eight week, in-house clerk-typist training program. Out of 47 worker trainees placed in the program, all but eight were placed in clerk-typist positions. Several have been promoted for the second time.

- The Department of Commerce ran an Administrative Trainee Program in which 54 employees (over half of whom were nonprofessionals) in essentially dead-end jobs were placed in training programs which would move them to administrative positions in one to two years. At the end of one year 35 employees were placed in higher level positions while only two had dropped out. The rest either remained in training or accepted better job offers.

- Air Force training personnel at Kelly Air Force Base in Texas have assisted employees in obtaining their high school equivalency certificates. Central to this effort is participation in a reading development course. Participants include both Air Force employees and others from various youth oriented upward mobility programs (e.g., Youth Opportunity and Neighborhood Youth Corps).

EQUAL EMPLOYMENT OPPORTUNITY TRAINING

Most Federal agencies reported ongoing activities in Equal Employment Opportunity training. Agency programs in this area may either (1) provide requisite skills and knowledge to those personnel who design and implement internal EEO training programs (e.g., EEO counselors or EEO course developers), or (2) provide training to participants in a particular agency EEO program. Training activities reported by agencies in FY 72 include the following examples:

- A training course was presented by the Federal Communications Commission to all supervisory and managerial personnel. Titled "The Role of the Federal Manager in EEO," the program was directed towards enabling supervisors to recognize and evaluate the range of attitudes towards minority group members. The participants were counseled in methods of responding to these attitudes when evidenced by subordinate personnel.

- In the Health Services and Mental Health Administration of the Department of Health, Education, and Welfare a series of Organization Development seminars emphasizing Equal Employment Opportunity was presented. The purpose of the seminars was to establish EEO goals and to obtain the commitment of key staff members to these goals. Follow-up sessions will continue through FY 73.

- The Federal Aviation Administration of the Department of Transportation developed and implemented an Equal Employment Opportunity Counselor Effectiveness Training Course.

TRAINING TO PRESERVE THE ENVIRONMENT

Several Federal organizations reported training programs which assisted employees to (1) obtain a general perspective on environmental issues and (2) gain knowledge and skills in subject matter areas which relate to their agencies' responsibilities in alleviating ecological problems. Training pertained to such topics as environmental law, air pollution control and analysis, waste water treatment and environmental engineering. Of those courses presented in FY 72 dealing with environmental issues, the following are representative:

- The Farmers Home Administration of the Department of Agriculture conducted a course on the design and practical engineering considerations involved in the development, operation and maintenance of sanitary landfills.
- The Air Training Command of the Department of the Air Force sent out mobile training teams to provide civilian employees assigned to maintenance shops with training in the inspection, maintenance and repair of pollution control devices used on vehicles and special equipment.
- Several engineering personnel working for the Maritime Administration of the Department of Commerce were accorded training in the prevention and control of oil spills. Information was gathered for developing and implementing anti-oil-spill policies for the maritime industry.
- The Office of Air Programs of the Environmental Protection Agency developed a simulation exercise called APEX (Air Pollution Exercise). This exercise establishes a dynamic, "real-world" environment in which a simulated urban community with a variety of industrial activities and concomitant air pollution control problems is examined by course participants. During FY 72 over 2000 people participated in APEX courses and programs. In addition, the exercise is presently in use at more than 35 colleges and universities.

Training courses which dealt with ecological issues were also part of the training efforts of the Defense Supply Agency and of the Departments of the Navy and Interior.

TRAINING IN SUPPORT OF PUBLIC HEALTH AND SAFETY

Training in areas relating to public health and safety was reported by several Federal agencies in FY 72. The following are illustrative:

- A large number of employees of the Veterans Hospital at Palo Alto, California, received training in the recognition, care and rehabilitation of drug abuse patients. Diverse training sources were utilized: a one-week course at the Drug Abuse Training Center of California State College at Hayward, the Fourth National Methadone Conference in San Francisco and the National Training Institute in Santa Fe, New Mexico, sponsored by the Bureau of Narcotics and Dangerous Drugs. VA employees who participated in the program (including nurses, social workers, psychologists and psychiatrists) were subsequently able to selectively use the latest drug therapy techniques in treating veteran patients suffering from drug addiction.
- The Bureau of Mines of the Department of the Interior conducted a training program in mine rescue at the Bureau's Pittsburgh, Pennsylvania facility. Thirty-four employees underwent 20 hours of training in the latest mine rescue techniques. In addition, 26 employees completed 28 hours of training on the techniques of atmospheric dust surveys. The course officially qualified participating employees to conduct dust surveys in the mineral industries. Dust, as well as roof falls, is a major hazard in the mining industry.
- The Federal Aviation Administration of the Department of Transportation produced two video tapes in FY 72 on Drug Awareness. Four thousand five hundred FAA supervisors and managers participated in this program, a part of which was a two-hour tape on "Supervisory Drug Awareness." The training alerted supervisors to the import of the drug problem, to the types of substances used and to the symptoms of drug abuse. All non-supervisory employees (approx. 45,000) will be required to view the one hour video tape on "Employee Drug Awareness." Described in the tape are the types of substances commonly abused, the dangers of drug abuse to personal safety, the implications of drug abuse as they relate to air safety, FAA poli-

cies on drug use and actions to take in preventing the spread of drug abuse.

- A seminar on motorcycle safety was conducted by the National Highway Traffic Safety Administration of the Department of Transportation. The purpose of the training was to give technical staff members a better appreciation of motorcycling safety problems so that they could develop more realistic and effective motorcycle related research programs, motorcycle safety standards and highway safety programs. Training consisted of 8 hours of classroom lectures and 8 hours of supervised motorcycle riding instruction.

LAW ENFORCEMENT AND SECURITY TRAINING

Certain agencies whose activities include law enforcement or the insurance of public safety reported training programs in pursuance of these functions. Examples of such programs include the following:

- The Federal Aviation Administration of the United States Department of Transportation contracted with the Immigration and Naturalization Service of the United States Department of Justice to conduct three Sky Marshal training classes. The participants were 63 Federal Aviation Administration Air Transportation Security personnel at the Border Patrol Academy at Port Isabel, Texas.

- The Boston Region of the United States Department of Treasury's Bureau of Customs sponsored a series of lectures and workshops on Narcotics and Drugs. The course—three hours in duration—was presented 36 times to some 1800 Customs inspectors, United States and Canadian Law enforcement officials and various government officials representing the United States border states. Each part of the course dealt with several different aspects of a particular narcotics problem. Included were a short history of the problem, descriptions of the sources of supply, visual recognition factors and testing procedures to verify visual observation.

- Since visitations to our National Parks increase annually, the National Park Service determined that its employees should be better prepared to deal with law enforcement and public services in the parks. Courses were conducted to provide participants with the skills and knowledges to discharge the law enforcement aspects of their duties. Positive, people-oriented attitudes in dealing with park visitors were developed through behavioral science approaches. Participants were introduced to a teamwork approach in solving the Park Service's problems.

- A Correctional Counselor Program was developed and implemented by the Bureau of Prisons of the Department of Justice. Approximately 600 employees, including correctional officers, case workers, industrial counselors and administrative personnel, underwent 40 hours of training in FY 72. Emphasis was on creating a viable, effective counseling program within each institution of the Bureau. Through role playing techniques participants developed the ability to listen to inmate grievances, to "hear" what the inmate says, to respond in a manner which indicates to the inmate that his problem has been perceived and to help the inmate develop a solution to the problem. Program results included (1) increased empathy between inmates and Bureau employees, (2) more effective inmate rehabilitation programs, and (3) promotional and developmental opportunities for Bureau personnel.

III. TRAINING ACTIVITIES OF THE U.S. CIVIL SERVICE COMMISSION

The U.S. Civil Service Commission by law [1] and Executive Order [2] is responsible to the President for providing leadership and guidance to Federal training activities. Under these mandates the Commission, through the Bureau of Training:

- Plans and promotes the development, improvement, coordination and evaluation of training activities under the law.
- Assists agencies in the development of sound programs and financial plans for training with particular attention to planning, programming, budgeting, operating, evaluating and improving training programs.
- Develops, installs and maintains a system to provide the training data needed for staff assistance to the President, to carry out Commission functions and to provide meaningful information to agencies.
- Coordinates interagency training conducted by and for agencies.
- Conducts reimbursable training for agencies on a nationwide basis.
- Identifies functional areas in which new or expanded interagency training activity is needed and conducts this training or arranges for agencies having the substantive competence to do so.
- Provides for identifying and disseminating findings of research in training technology.
- Undertakes research projects in training technology.
- Encourages agencies to make appropriate use of non-Government training resources.
- Issues Government-wide training regulations.
- Advises the President on means for furthering and strengthening training programs.

The material that follows describes the principal activities of the Commission to achieve the objectives outlined above. It also summarizes Commission activities in support of Government-wide programs that are receiving special attention in response to Administration established priorities to:

- improve government operations through additional training opportunities for Federal managers and executives,
- enhance career opportunities for employees in the lower grade levels, and
- provide equality in employment opportunity.

ADVANCES IN TRAINING MANAGEMENT

FY 72 was marked by several important advances in the development of guidance materials and management tools for agency use in managing their training programs. Among its activities to provide management assistance to agencies in developing sound programs and financial plans for training, the Civil Service Commission (1) developed and distributed a Training Cost Model, (2) made significant strides in developing a Training Value Model and (3) completed a study of long-term training by Federal employees in non-Government facilities. These achievements are described briefly in the following paragraphs.

Also in FY 72, the Office of Management and Budget issued revised Circular A–48. This circular sets forth agency and Civil Service Commission responsibilities with respect to planning training investments. It also provides for Office of Management and Budget review of agency training plans and resource allocations to insure that agencies are (1) using systematic planning processes, (2) identifying training targets, (3) planning for and assigning adequate dollar and manpower resources to accomplish the training and (4) evaluating and measuring the benefits of training in relation to the investment made.

The Training Cost Model

The Training Cost Model is a simulation model for agency training management use in making specific cost forecasts with respect to training operations. Its potential applications range from permitting agencies to make accurate performance-linked budget inputs for the training function to developing estimates of the cost of a proposed training course.

At the training program planning and management level, the Cost Model can be used as a basis for including training in an agency's strategic planning. As an agency plans for change or for new programs it is now possible to cost out the training implications of these future events and to take those training needs into account in a positive and concrete way in planning agency resource allocations.

The Cost Model also can be used by agency training program managers to apprise agency man-

[1] Chapter 41, title 5, United States Code.
[2] Executive Order 11348 of April 20, 1967.

agement of the implications and potential impact of changes in levels of funding of on-going or planned training activities. It can be used to make cost comparisons of alternative modes of training, or of alternatives to training, for management consideration in the problem-solving process. Using the Model, agencies may assess cost considerations in evaluating proposed contractor training packages.

Despite the complex concepts underlying the Training Cost Model, the Model has been designed to make its actual operation simple. The data required are readily available and the arithmetic computations routine. Once the required basic assumptions are stated the calculations can be made by clerical staff or can be computer programmed.

The Cost Model is now in use in a number of agencies and has attracted the attention of many more at Federal, state and local levels. General information about the model is available from the Training Management Division of the Commission's Bureau of Training. Cost Model training courses are offered through the Commission's Personnel Management Training Center in Washington, D.C. and through the ten Regional Training Centers of the Civil Service Commission.

Training Value Model I

Training Value Model I, an analytic model designed as a management tool to forecast the probable value of training, is in an advanced stage of development. The object of this model is to identify and forecast the probable contributions to economic efficiency that will result if training is used as a management tool. Training value is measured in terms of the monetary worth of the resources conserved when employee unit output is increased through training.

This model is intended for use by supervisors and managers of organizations whose work results in tangible, measurable products which are turned out over a repetitive time cycle. These conditions facilitate the setting of quantity and quality standards for the work produced and provide for the systematic analysis of individual employee or group performance in relation to those standards.

When unit output falls below the standard and management has determined that the change in performance is not due to some problem not resolvable through training (e.g., poor lighting, employee-supervisor conflicts or inefficient work flow), the Training Value Model may be employed to identify the potential cost improvement (i.e., production costs under the problem conditions minus production costs under standard conditions). Once the dollar amount of the potential gain has been determined management can then compare it to the cost of the most appropriate training. This also takes into consideration an appropriate amortization period to account for the future value to be derived from the training. The resultant figure represents the net value—in dollar terms—of the training being considered. If this figure is significantly higher than zero, management may conclude that training is a viable means for achieving greater economic efficiency.

Like the Cost Model, Value Model I is constructed on a complex conceptual base, but is being designed to make its application relatively simple. The model is structured to operate from existing management information developed for other purposes. Model operation under actual working conditions is scheduled for field tests in FY 73.

Descriptive information about Training Value Model I may be obtained from the Training Management Division, Bureau of Training, U.S. Civil Service Commission.

Study of Long-Term Training

A study of long-term training in non-Government facilities covering the period FY 60 to FY 69 was completed during FY 72. This study revealed that nearly 8,000 employees were given long-term training assignments in non-Government facilities during the first decade of activity under the Government Employees Training Act. These assignments represented a substantial investment—over 80 million dollars (including employees' salaries while in training)—during the decade of the sixties.

CSC Bulletin 410–73, "Report on the Study of Long-Term Training Through Non-Government Facilities," was published September 5, 1972. It sets forth the details of agency assessments of their experience with long-term training and summarizes the actions recommended by agencies with respect to the future administration of long-term training programs. Among these recommendations are:

- A pre-nomination plan for post-training utilization of the knowledges and skills to be acquired by the participant, and
- A specific plan for monitoring the post training utilization of the participant.

DEVELOPMENTS IN TRAINING COORDINATION AND ASSISTANCE

The Civil Service Commission in FY 72 continued to work in a variety of ways to further agency training operations and activities. It was a year of

progress in improving the mechanisms for agency consultation, assistance and information exchange. These activities are described briefly below:

Agency Consultation Simplified

The Civil Service Commission took action to simplify the mechanisms for Government-wide consultation and coordination of personnel management matters. As a part of that effort seven Interagency Advisory Group Committees concerned with various facets of employee development or training matters were disbanded. In their place a single Interagency Advisory Group Committee for Employee Development and Training (IAG–294) was established. This Committee will serve as the focal point for Civil Service Commission-agency consultation and discussion of employee development and training matters having Government-wide implications. The realignment will help make consultation with agencies more valuable, cohesive and responsive to current policy issues and program needs.

Agency Assistance and Information Exchange

The Civil Service Commission has established a program of regularly scheduled agency visits both in Washington, D.C. and in the Regions to obtain current information about agency experience in implementing training programs and policies. This program permits Commission staff to learn about problem areas and to work with the agencies in finding effective solutions. In addition, it enhances the Commission's capability to bring together agencies having common problems in order to share relevant information and experience.

Other activities to strengthen interagency communications included conferences, meetings or workshops devoted to such specific topics as "The Employees Development Officer's Role in Relation to Executive Development."

Contract Information Exchange Service

At the request of agencies, and as a service to them, the Civil Service Commission maintains a file of information about contractors who have been used by agencies to provide training services and materials. This information—available at each Regional Training Center and at the Washington, D.C. office of the Bureau of Training—can help agency training officials in making decisions about new contracts or in taking advantage of materials already produced for others.

Resource Publication Program

Another vital service provided to agencies nationwide by the Commission is the resource publications program. This program involves preparing, publishing and distributing a variety of publications containing information that can assist training program managers at Federal, state and local levels. Appendix C lists these publications and describes the function of each one.

Agency Management Intern Program

A study of agency management intern programs was completed in FY 72 by the Civil Service Commission. The characteristics of agency programs are described in terms of (1) size and length of program, (2) organizational arrangements for the control of program resources (i.e., ceiling and funds), (3) geographic dispersion of the program, (4) characteristics of program participants, (5) nature of training and work assignments, and other relevant parameters.

This study, *A Summary of Federal Agency Management Intern Programs*, was published in December, 1971. It can help agency management intern program coordinators draw comparisons between their programs and those of other agencies. It may also help them identify sources of information about alternative solutions to intern program planning or management problems. Copies of this study are available from the Training Assistance Division, Bureau of Training, U.S. Civil Service Commission, Washington, D.C. 20415.

The Federal Summer Intern Program

Twenty agencies employed 410 interns during the summer of 1972, the fourth year of the Summer Intern Program. This program is designed to accord a selected group of outstanding college students who have completed two or more years of academic work an opportunity to become involved in the affairs of their government. Participants in this important program are nominated by their colleges on the basis of academic work and participation in campus activities. Final selections are made by the employing agencies.

Work assignments are structured to permit the selectees to participate in a substantive work effort and to contribute to the accomplishment of the agency's mission. Additionally, interns participate in specially designed, agency sponsored, developmental activities such as seminars, discussion groups, research, field trips or orientations that will provide them with some insight into the operations of Government.

PROGRESS IN TRAINING OPERATIONS

Growth in Interagency Delivery Systems

FY 72 was a year of marked expansion in the Civil Service Commission's nationwide network for the delivery of interagency training. At the beginning of the fiscal year this network consisted of five Washington-based Training Centers, two Executive Seminar Centers, the Federal Executive Institute, and ten Regional Training Centers. At the close of the fiscal year this system—the largest single training delivery system in this country for civilian workers at any level of government—had been augmented by four new centers and several new institutes.

The Labor Relations Training Center became operational in Washington, D. C. at the start of the fiscal year and the Oak Ridge Executive Seminar Center opened its doors for the first time in late July, 1971. Two new sub-centers, the Southwest Intergovernmental Training Center of the Dallas Region of the Civil Service Commission and the National Indian Training Center of the Denver Region, were activated in response to training needs in this high priority area. The Equal Employment Opportunity Institute in Washington, D. C. began its training activities in December, 1971. Additionally, Management Science Training Institutes were established in each of the Commission's Regional Training Centers.

This expansion of the Civil Service Commission's interagency training delivery capacity assists agencies in providing their employees with training to meet the challenges inherent in such vital program areas as executive and managerial development, labor management relations and equal employment opportunity. It also has made it possible for a larger number of state and local government employees to participate in Commission offered training courses relevant to their needs.

During FY 72 this nationwide network of training centers and institutes provided training to 94,876 employees. Of these, 82,890 were Federal employees and 11,896 were employees of state and local governments. These totals represent increases of 20.6% in Federal employee participation and 64.4% in state and local employee participation over the FY 71 figures. In FY 71, a total of 76,053 employees attended Civil Service Commission-conducted interagency training of which 68,815 were Federal employees and 7,238 were employees of state or local governments. Figure 19 illustrates the growth in the Civil Service Commission's interagency program since FY 65.

The Civil Service Commission's interagency training staff totaled 447 man-years of which 377 are funded on a reimbursable basis and the remaining 70 through Salaries and Expenditures appropriations. These personnel are not included in the totals of full-time training personnel discussed in Part I of this report.

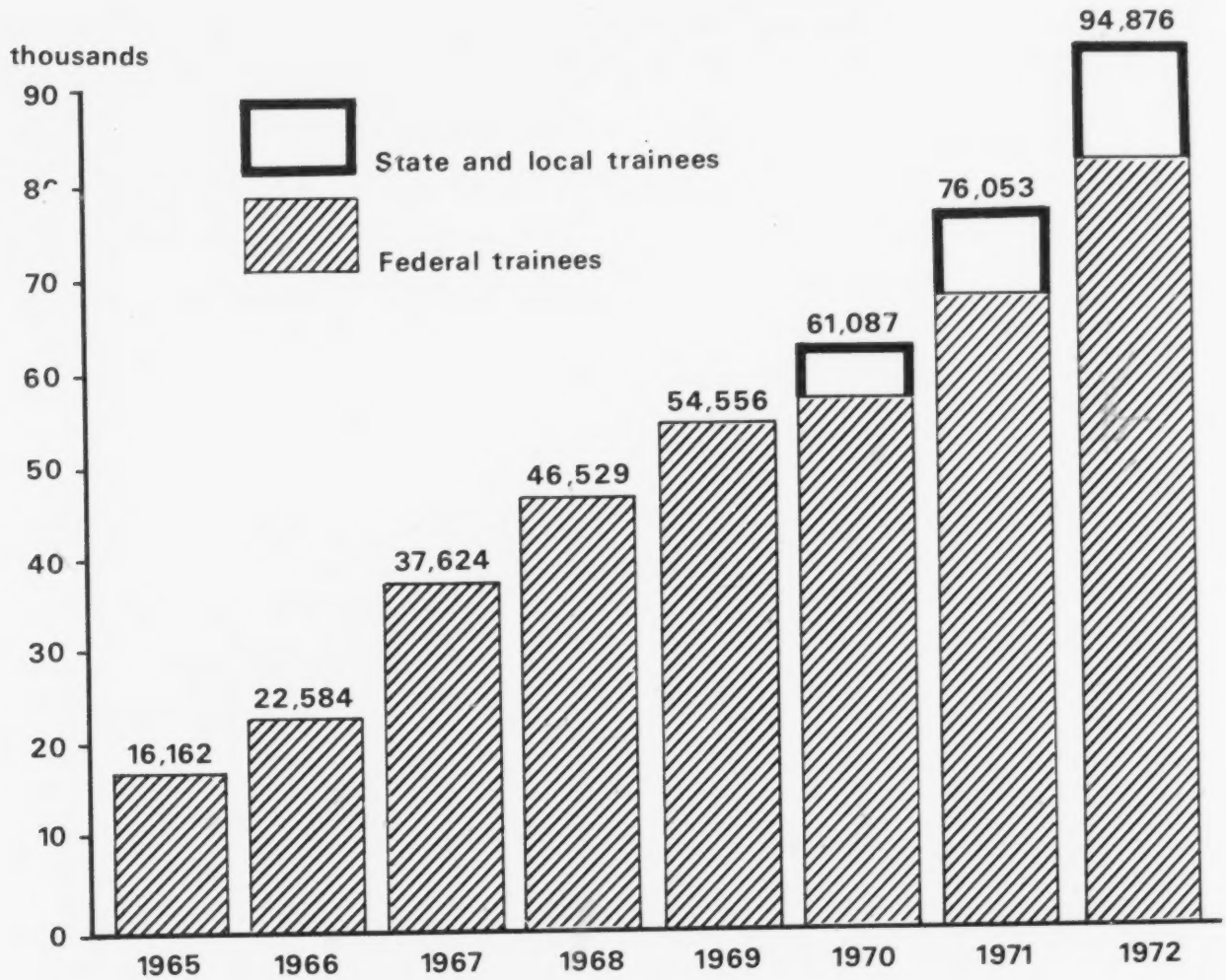
Operational Assistance to Agencies in Single-Agency Training Activities

During FY 72 the Civil Service Commission received and acted upon several requests from agencies for special assistance in course development and presentation. The following examples illustrate this important aspect of training operations activity:

- The Agency for International Development asked the Commission to develop and deliver a two-week basic management course, "Essentials of Management," as a developmental program for AID sponsored managers. Course development involved extensive modification of several basic supervisory and managerial courses to meet AID's expressed training requirements. Course participants are officials who fill midlevel management and technical positions in countries receiving AID support and assistance. They receive this training as a part of their one-year study program in the United States. The plan calls for 12 to 14 sessions of this course to be conducted, beginning late in FY 72 and extending through FY 73.

- The National Guard Bureau asked the Commission to develop a special training course, "Introduction to Supervision-National Guard Technicians," to meet their particular training needs. Course development was completed and nationwide delivery of this single-agency training was begun in FY 72. This effort, which met with singular success, represented a "first," since it is the first time that the Commission has utilized the Regional Training Center network as a resource for the nationwide delivery of a single-agency training course.

FIGURE 19: TRENDS IN CSC INTERAGENCY TRAINING



ACTIVITIES IN SUPPORT OF UPWARD MOBILITY AND EQUAL EMPLOYMENT OPPORTUNITY

During FY 72 the Commission planned and carried out a number of specific actions to support and encourage agency upward mobility and equal employment opportunity training efforts.

The Southwest Intergovernmental Training Center

The Southwest Intergovernmental Training Center, designed to provide basic education and skills training to Federal, state and local government employees in lower pay level jobs, was established in response to the President's program for Spanish speaking citizens. It became operational January 1, 1972. During the ensuing six months this center was a source of upward mobility training for 607 persons, 72 of whom were employees of state and local governments. The knowledges and techniques which were acquired by CSC personnel during the evolution of this Training Center are highly relevant in their potential application to the development of other such training centers and to maintaining the effectiveness of training facilities already in existence.

The National Indian Training Center

The National Indian Training Center at Brigham City, Utah, opened in September, 1971, to:

- broaden the scope of training opportunities for Indian people and those who work with Indians,

- support the efforts of Indian people toward self-determination by encouraging them to take advantage of available training opportunities, and
- give Indian participants the opportunity to direct the processes and decisions that affect their career plans and goals.

Since opening, this center has served as a source of training for 376 participants. Of these, 138 were Indians, 229 were Federal employees and 9 were from state or local governments.

The Equal Employment Opportunity Institute

The Equal Employment Opportunity Institute became operational in December, 1971. It provides a central source for curriculum development and training in support of the Commission's positive commitment to equal opportunity in Federal employment. The establishment of the Institute acknowledges the role of training in assuring that equal employment opportunity becomes an integral part of the day-to-day management of Federal agencies. The enactment of the Equal Employment Opportunity Act of 1972 gave added impetus to this important training program.

EEO subject matter was incorporated into many courses in the nationwide CSC curriculum. In addition, specialized courses in this important substantive area were provided to the agencies by all of the CSC Regional Training Centers.

Upward Mobility Information Exchange

FY 72 saw substantial progress on a project to collect, codify and disseminate information regarding upward mobility programs and activities. As one approach, a section of the *Federal Trainer* is now devoted to "briefs" of current activities and resources in this important program area.

Another information device was a series of Upward Mobility Showcases. These conferences—held at both the central office and regional levels—provided a forum for demonstrating on-going agency programs for lower level and disadvantaged employees.

A Directory of Interagency Training Courses in Support of Upward Mobility Sponsored by the Civil Service Commission was issued by the Commission. This Directory—a supplemental index in the 1972-73 Interagency Training Catalog of Courses—identifies interagency training courses which support upward mobility program objectives.

ACTIVITIES IN SUPPORT OF FEDERAL EXECUTIVES AND MANAGERS

Among the major areas of emphasis of the Civil Service Commission during FY 72 was the improvement of Federal management through improved managers and executives.

Washington and Regional Training Center Activities

The six Washington and ten Regional Training Centers offered a variety of two to ten-day courses to meet the specific training needs of Federal managers and executives. Courses available through these resources provided training in:

- Program management (e.g., General Management and Management of Engineering and Scientific Organizations),
- Functional area management (e.g., Personnel, Finance and Labor Relations) and
- Management skills and techniques (e.g., Management by Objectives, Systems Analysis and Automatic Data Processing).

During FY 72 effort was devoted to reviewing the curricula within these functional areas. New courses were developed; others were revised. To increase managerial and executive competence within the Federal sphere, the CSC—at the central, regional and area levels—provided training to approximately 57,000 agency personnel in the above subject matters and served as a source of advice, assistance and information about available resources to meet managerial and non-managerial training needs.

The Executive Seminar Centers

The Executive Seminar Centers provide a resource through which mid-level managers can increase their administrative abilities by gaining an understanding of such substantive subject matters as:

- the complex functions, responsibilities and interactions of the various components of government,
- the forces that shape policy in and out of government, and
- the latest management techniques.

The third Executive Seminar Center, located at Oak Ridge, Tennessee, opened its doors July 1, 1971, thus materially expanding the Commission's capacity to meet agency needs for training mid-level managers. The other Executive Seminar Centers are located at Berkeley, California, and Kings Point, New York.

During FY 72, the three Executive Seminar Centers conducted 54 two-week seminars. There were 1,931 participants, of which 150 were from minority population groups and 119 were women.

The Federal Executive Institute

The Civil Service Commission's principal program for the training of Federal executives is the eight-week Residential Program in Executive Education which is conducted by the Federal Executive Institute at Charlottesville, Virginia.

During FY 72, the Commission advised agencies about which groups of employees should be given priority for this learning experience. This year, the four eight-week FEI sessions were attended by 233 participants. Of these, 32 were members of minority groups; 14 were women.

Education for Public Management

During FY 72, 86 mid-careerists participated in this program, which provides for a nine-month residential academic experience at one of nine participating universities. The program is designed to serve the training needs of individuals who are at mid-career and who have been identified by their agencies as having the talent and potential to assume increasing responsibilities in the overall direction of agency programs and policies. The current academic emphasis is in further enhancing the participants' mastery of management processes and methods including how to identify and achieve organizational goals, mobilize and allocate resources and evaluate results. The curriculum typically includes exploration of the broader dimensions of organizational activity, interdisciplinary decision making and the identification and assessment of future organizational directions.

Guidelines for Executive Development in the Federal Service

FPM Letter 412–1 presents a variety of ways in which agencies may make the Federal Government a more effective institution and to close the gap between promise and performance. These Guidelines call for agencies to provide systematic developmental experiences and formal training for Federal executives and managers and to employees with executive or managerial potential. In addition, the Guidelines call for agencies to review their training programs and ensure optimum use of available resources in the training of their managerial and executive work force.

APPENDIX A

AGENCY SUMMARY TABLES

EXPLANATION OF ITEMS ON SUMMARY TABLES

POPULATION	The reported population of the grade group as of June 30, 1971.
AVAILABLE MAN-HOURS	The number of man-hours worked and available for training (1,816 hours per employee).
PARTICIPANTS *	The number of training participants reported by the agency.
PARTICIPANT MAN-HOURS *	The number of training man-hours reported by the agency.
PARTICIPANT RATIO (%)	Training participants divided by grade group population (the percentage figure is shown).
MAN-HOUR RATIO (%)	Training man-hours divided by available man-hours (the percentage figure is shown).
LAST YEAR'S MAN- HOUR RATIO (%)	The man-hour ratio for FY 1971.
% CHANGE FROM LAST YEAR	The percentage change in the man-hour ratio from FY 1971 to FY 1972.
% OF AGENCY POPULATION	The percentage of total agency population made up by the grade group.
% OF AGENCY PARTICIPANTS	The percentage of total training participants made up by the grade group.
% OF AGENCY MAN-HOURS	The percentage of training man-hours received by the grade group.
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	The average number of hours spent in training by employees in the grade group.
AVERAGE HOURS OF TRAINING PER PARTICIPANT	The average length of a training session for each participant.

* Excluded were local foreign national participants and man-hours reported under "Other Pay Systems" as follows:

	Participants	Man-Hours
Air Force	10,163	310,289
Army	31,969	2,503,600
Navy	2,157	85,460

AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agriculture, Department of	AGRIC
Air Force, Department of	A F
Army, Department of	ARMY
Atomic Energy Commission	A E C
Civil Aeronautics Board	C A B
Civil Service Commission	C S C
Commerce, Department of	COMMERCE
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
Environmental Protection Agency	E P A
Equal Employment Opportunity Commission	E E O C
Federal Communications Commission	F C C
Federal Home Loan Bank Board	FHLBB
Federal Power Commission	F P C
Federal Trade Commission	F T C
General Accounting Office	G A O
General Services Administration	G S A
Government Printing Office	G P O
Health, Education, and Welfare, Department of	H E W
Housing and Urban Development, Department of	H U D
Information Agency, United States	U S I A
Interior, Department of the	INTERIOR
Interstate Commerce Commission	I C C
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CONG
National Aeronautics and Space Administration	N A S A
National Capital Housing Authority	NAT CAP HOUSING
National Credit Union Administration	NAT CREDIT UNION
National Labor Relations Board	N L R B
National Science Foundation	N S F
Navy, Department of	NAVY
Office of Economic Opportunity	O E O
Office of Management and Budget	O M B
Panama Canal Company/Canal Zone Government	PANAMA CANAL
Railroad Retirement Board	RR RET BD
Securities and Exchange Commission	S E C
Selective Service Commission	SEL SVC
Small Business Administration	S B A
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	V A

31 AGENCIES	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	307413.	276961.	422287.	158001.	4421.	196767.	99048.	1964787.
AVAILABLE MAN-HOURS	556202016.	684124800.	706873216.	286529752.	8028536.	1083728856.	179871168.	3568213824.
PARTICIPANTS	104046.	164883.	294375.	99533.	2084.	126203.	23986.	834515.
PARTICIPANT MAN-HOURS	4320720.	10186530.	14956272.	5356807.	120870.	5000901.	793640.	40741000.
PARTICIPANT RATIO (%)	33.85	49.00	69.71	63.00	47.14	21.15	24.22	42.49
MAN-HOUR RATIO (%)	0.78	1.49	1.99	1.87	1.51	0.46	0.44	1.14
LAST YEAR'S MAN-HOUR RATIO (%)	0.64	1.39	2.03	1.67	1.30	0.55	0.40	1.11
% CHANGE FROM LAST YEAR	21.10	7.06	-3.93	11.79	15.81	-16.10	-4.08	2.86
% OF AGENCY POPULATION	15.65	19.18	21.49	8.04	0.23	30.37	5.04	100.00
% OF AGENCY PARTICIPANTS	12.46	22.12	35.26	11.92	0.25	15.12	2.87	100.00
% OF AGENCY MAN-HOURS	10.62	25.00	36.71	13.15	0.30	12.27	1.95	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	14.07	27.62	35.42	33.90	27.34	8.38	8.01	20.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	41.58	55.16	50.81	53.82	58.00	39.62	33.09	48.80

AGRIC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	18599.	30742.	32323.	8287.	221.	6212.	5318.	101702.
AVAILABLE MAN-HOURS	33775764.	55827472.	58698568.	15049192.	401336.	11280992.	9657488.	184690848.
PARTICIPANTS	6823.	17688.	26015.	4986.	105.	1564.	2687.	59848.
PARTICIPANT MAN-HOURS	151747.	570313.	944905.	226429.	11734.	29167.	38112.	1972407.
PARTICIPANT RATIO (%)	36.68	57.47	80.48	60.17	47.51	25.18	50.53	58.85
MAN-HOUR RATIO (%)	0.45	1.02	1.61	1.50	2.92	0.26	0.39	1.07
LAST YEAR'S MAN-HOUR RATIO (%)	0.43	1.28	2.07	1.73	1.70	0.27	1.58	1.34
% CHANGE FROM LAST YEAR	4.48	-20.19	-22.23	-13.03	71.98	-4.24	-75.08	-20.30
% OF AGENCY POPULATION	18.29	30.23	31.78	8.15	0.22	6.11	5.23	100.00
% OF AGENCY PARTICIPANTS	11.40	29.52	43.47	8.33	0.18	2.61	4.49	100.00
% OF AGENCY MAN-HOURS	7.69	28.91	47.91	11.48	0.59	1.48	1.93	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	8.16	18.55	29.23	27.32	53.10	4.70	7.17	19.39
AVERAGE HOURS OF TRAINING PER PARTICIPANT	22.24	32.28	36.32	45.41	111.75	18.65	14.18	32.96

A F	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	36645.	47908.	54282.	13870.	168.	137905.	6607.	297445.
AVAILABLE MAN-HOURS	66547320.	87109888.	98576112.	25187920.	305088.	250435488.	11998312.	540160128.
PARTICIPANTS	4994.	17621.	34743.	6821.	151.	22731.	1445.	88506.
PARTICIPANT MAN-HOURS	174339.	781801.	1642337.	436405.	8392.	1172471.	63899.	4279640.
PARTICIPANT RATIO (%)	13.63	36.73	64.00	49.18	89.88	16.48	21.87	29.76
MAN-HOUR RATIO (%)	0.26	0.90	1.67	1.73	2.75	0.47	0.53	0.79
LAST YEAR'S MAN-HOUR RATIO (%)	0.18	0.98	1.40	1.73	1.69	0.61	0.36	0.81
% CHANGE FROM LAST YEAR	45.54	-8.42	19.00	0.15	62.70	-23.25	47.94	-2.19
% OF AGENCY POPULATION	12.32	16.13	18.25	4.66	0.06	46.36	2.22	100.00
% OF AGENCY PARTICIPANTS	5.64	19.91	39.25	7.71	0.17	25.68	1.63	100.00
% OF AGENCY MAN-HOURS	4.07	18.27	38.38	10.20	0.20	27.40	1.49	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	4.76	16.30	30.26	31.46	49.95	8.50	9.67	14.39
AVERAGE HOURS OF TRAINING PER PARTICIPANT	34.91	44.37	47.27	63.98	55.58	51.58	44.22	48.35

ARMY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	55176.	78148.	79147.	23604.	240.	177073.	10001.	427389.
AVAILABLE MAN-HOURS	107483616.	141516768.	143730944.	42864864.	435840.	321564544.	18161816.	776138368.
PARTICIPANTS	15332.	30377.	60226.	17524.	136.	22588.	763.	146956.
PARTICIPANT MAN-HOURS	385044.	1262097.	2774533.	798827.	10348.	748402.	40588.	6029919.
PARTICIPANT RATIO (%)	25.91	38.87	76.09	74.28	56.67	12.76	7.63	34.38
MAN-HOUR RATIO (%)	0.36	0.89	1.93	1.86	2.37	0.23	0.26	0.78
LAST YEAR'S MAN-HOUR RATIO (%)	0.29	0.85	1.86	2.07	1.61	0.31	0.35	0.77
% CHANGE FROM LAST YEAR	23.55	4.63	3.78	-9.97	47.47	-24.92	-26.71	0.83
% OF AGENCY POPULATION	13.85	18.28	18.52	5.52	0.06	41.43	2.34	100.00
% OF AGENCY PARTICIPANTS	10.43	20.67	40.98	11.93	0.09	15.37	0.52	100.00
% OF AGENCY MAN-HOURS	6.38	20.94	46.04	13.26	0.17	12.42	0.67	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	6.51	16.15	35.06	33.84	43.12	4.23	4.66	14.10
AVERAGE HOURS OF TRAINING PER PARTICIPANT	25.11	41.55	46.07	45.56	76.09	33.14	61.06	41.00

COMMERCE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	3904.	6614.	9364.	5945.	379.	2963.	3348.	32417.
AVAILABLE MAN-HOURS	7085064.	11629424.	17005024.	10796120.	688264.	5380808.	6079968.	58869272.
PARTICIPANTS	2772.	2928.	4822.	2958.	159.	183.	487.	14349.
PARTICIPANT MAN-HOURS	68055.	104986.	276300.	149484.	10331.	7579.	33052.	649787.
PARTICIPANT RATIO (%)	71.00	44.95	51.50	50.43	41.95	6.18	14.95	44.26
MAN-HOUR RATIO (%)	0.96	0.89	1.62	1.38	1.50	0.14	0.54	1.10
LAST YEAR'S MAN-HOUR RATIO (%)	2.48	0.90	1.92	1.59	1.44	0.14	0.56	1.39
% CHANGE FROM LAST YEAR	-61.29	-1.39	-15.37	-12.92	4.24	0.61	-2.92	-18.24
% OF AGENCY POPULATION	12.04	20.09	28.89	18.34	1.17	9.14	10.33	100.00
% OF AGENCY PARTICIPANTS	19.32	20.41	33.61	20.89	1.11	1.28	3.39	100.00
% OF AGENCY MAN-HOURS	10.47	16.16	42.52	23.01	1.59	1.17	5.09	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	17.43	16.12	29.51	25.14	27.26	2.56	9.87	20.04
AVERAGE HOURS OF TRAINING PER PARTICIPANT	24.55	35.86	57.30	49.86	64.97	41.42	67.87	45.28

CSC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1977.	1179.	1531.	744.	53.	55.	125.	5664.
AVAILABLE MAN-HOURS	3590232.	2141064.	2780296.	1351104.	96248.	99880.	227000.	10285824.
PARTICIPANTS	804.	596.	995.	434.	47.	3.	0.	2879.
PARTICIPANT MAN-HOURS	26920.	17630.	27021.	10657.	1815.	100.	0.	84143.
PARTICIPANT RATIO (%)	40.67	50.55	64.99	58.33	88.68	5.45	0.00	50.83
MAN-HOUR RATIO (%)	0.75	0.82	0.97	0.79	1.89	0.10	0.00	0.82
LAST YEAR'S MAN-HOUR RATIO (%)	0.60	1.00	1.21	0.88	2.21	0.06	0.00	0.87
% CHANGE FROM LAST YEAR	24.97	-17.66	-19.68	-10.37	-14.67	66.87	0.00	-5.97
% OF AGENCY POPULATION	34.90	20.82	27.03	13.14	0.94	0.97	2.21	100.00
% OF AGENCY PARTICIPANTS	27.93	20.70	34.56	15.07	1.63	0.10	0.00	100.00
% OF AGENCY MAN-HOURS	31.99	20.95	32.11	12.67	2.16	0.12	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	13.62	14.95	17.65	14.32	34.25	1.82	0.00	14.86
AVERAGE HOURS OF TRAINING PER PARTICIPANT	33.48	29.58	27.16	24.56	38.62	33.33	0.00	29.23

CAB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	58.	181.	165.	180.	42.	14.	18.	658.
AVAILABLE MAN-HOURS	105328.	328656.	299640.	326880.	76272.	25424.	32688.	1194928.
PARTICIPANTS	12.	40.	53.	93.	13.	3.	0.	214.
PARTICIPANT MAN-HOURS	371.	1229.	1549.	2601.	592.	336.	0.	6678.
PARTICIPANT RATIO (%)	20.69	22.10	32.12	51.67	30.95	21.43	0.00	32.52
MAN-HOUR RATIO (%)	0.35	0.37	0.52	0.80	0.78	1.32	0.00	0.56
LAST YEAR'S MAN-HOUR RATIO (%)	0.10	0.13	0.13	0.40	0.64	0.06	0.00	0.23
% CHANGE FROM LAST YEAR	252.23	187.62	297.66	98.93	21.28	2102.64	0.00	142.98
% OF AGENCY POPULATION	8.81	27.51	25.08	27.36	6.38	2.13	2.74	100.00
% OF AGENCY PARTICIPANTS	5.61	18.69	24.77	43.46	6.07	1.40	0.00	100.00
% OF AGENCY MAN-HOURS	5.56	18.40	23.20	38.95	8.86	5.03	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	6.40	6.79	9.39	14.45	14.10	24.00	0.00	10.15
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.92	30.72	29.23	27.97	45.54	112.00	0.00	31.21

EEOC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	125.	200.	322.	164.	20.	8.	34.	873.
AVAILABLE MAN-HOURS	227000.	363200.	584752.	297824.	36320.	14528.	61744.	1585368.
PARTICIPANTS	117.	326.	385.	213.	67.	3.	0.	1111.
PARTICIPANT MAN-HOURS	7400.	11951.	19084.	0.	5248.	72.	0.	43755.
PARTICIPANT RATIO (%)	93.60	163.00	119.57	129.88	335.00	37.50	0.00	127.26
MAN-HOUR RATIO (%)	3.26	3.29	3.26	0.00	14.45	0.50	0.00	2.76
LAST YEAR'S MAN-HOUR RATIO (%)	0.71	0.96	1.36	2.92	11.75	0.00	0.00	1.51
% CHANGE FROM LAST YEAR	359.14	242.76	139.97	-100.00	22.97	0.00	0.00	82.78
% OF AGENCY POPULATION	14.32	22.91	36.88	18.79	2.29	0.92	3.89	100.00
% OF AGENCY PARTICIPANTS	10.53	29.34	34.65	19.17	6.03	0.27	0.00	100.00
% OF AGENCY MAN-HOURS	16.91	27.31	43.62	0.00	11.99	0.16	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	59.20	59.75	59.27	0.00	202.40	9.00	0.00	50.12
AVERAGE HOURS OF TRAINING PER PARTICIPANT	63.25	36.66	49.57	0.00	78.33	24.00	0.00	39.38

FCC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	231.	462.	401.	386.	47.	38.	7.	1572.
AVAILABLE MAN-HOURS	419496.	838992.	728216.	700976.	85352.	69008.	12712.	2854752.
PARTICIPANTS	84.	139.	181.	187.	30.	1.	0.	622.
PARTICIPANT MAN-HOURS	3260.	4208.	4961.	4860.	1205.	93.	0.	18587.
PARTICIPANT RATIO (%)	36.36	30.09	45.14	48.45	63.83	2.63	0.00	39.57
MAN-HOUR RATIO (%)	0.78	0.50	0.68	0.69	1.41	0.13	0.00	0.65
LAST YEAR'S MAN-HOUR RATIO (%)	0.38	0.34	0.46	0.41	0.35	0.02	0.00	0.39
% CHANGE FROM LAST YEAR	104.51	47.52	48.10	69.10	303.37	573.83	0.00	66.95
% OF AGENCY POPULATION	14.69	29.39	25.51	24.55	2.99	2.42	0.45	100.00
% OF AGENCY PARTICIPANTS	13.50	22.35	29.10	30.06	4.82	0.16	0.00	100.00
% OF AGENCY MAN-HOURS	17.54	22.64	26.69	26.15	6.48	0.50	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	14.11	9.11	12.37	12.59	25.64	2.45	0.00	11.82
AVERAGE HOURS OF TRAINING PER PARTICIPANT	38.81	30.27	27.41	25.99	40.17	93.00	0.00	29.88

FHLBB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	163.	255.	501.	304.	12.	17.	67.	1319.
AVAILABLE MAN-HOURS	290008.	463080.	909816.	552064.	21792.	30872.	121672.	2395304.
PARTICIPANTS	95.	193.	230.	202.	8.	1.	0.	729.
PARTICIPANT MAN-HOURS	4380.	19849.	8636.	6137.	152.	8.	0.	39162.
PARTICIPANT RATIO (%)	58.28	75.69	45.91	66.45	66.67	5.88	0.00	55.27
MAN-HOUR RATIO (%)	1.48	4.29	0.95	1.11	0.70	0.03	0.00	1.63
LAST YEAR'S MAN-HOUR RATIO (%)	0.97	0.67	0.64	1.81	2.79	0.07	0.00	0.96
% CHANGE FROM LAST YEAR	52.58	539.75	48.31	-38.58	-75.00	-62.98	0.00	70.31
% OF AGENCY POPULATION	12.36	19.33	37.98	23.05	0.91	1.29	5.08	100.00
% OF AGENCY PARTICIPANTS	13.03	26.47	31.55	27.71	1.10	0.14	0.00	100.00
% OF AGENCY MAN-HOURS	11.18	50.68	22.05	15.67	0.39	0.02	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	26.87	77.84	17.24	20.19	12.67	0.47	0.00	29.69
AVERAGE HOURS OF TRAINING PER PARTICIPANT	46.11	102.84	37.55	30.38	19.00	8.00	0.00	53.72

FPC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	133.	312.	310.	336.	47.	20.	28.	1186.
AVAILABLE MAN-HOURS	241528.	566552.	562960.	610176.	85352.	36320.	50848.	2153776.
PARTICIPANTS	11.	96.	185.	152.	18.	0.	1.	463.
PARTICIPANT MAN-HOURS	656.	3401.	6009.	5303.	520.	0.	16.	15505.
PARTICIPANT RATIO (%)	8.27	30.77	59.68	45.24	38.30	0.00	3.57	39.04
MAN-HOUR RATIO (%)	0.27	0.60	1.07	0.87	0.61	0.00	0.03	0.74
LAST YEAR'S MAN-HOUR RATIO (%)	0.04	0.32	0.98	0.76	0.28	0.33	0.00	0.59
% CHANGE FROM LAST YEAR	579.01	87.58	7.02	14.35	117.59	-100.00	0.00	25.16
% OF AGENCY POPULATION	11.21	26.31	26.14	28.33	3.96	1.69	2.36	100.00
% OF AGENCY PARTICIPANTS	2.38	20.73	39.96	32.83	3.89	0.00	0.22	100.00
% OF AGENCY MAN-HOURS	4.12	21.38	37.78	33.34	3.27	0.00	0.10	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	4.93	10.90	19.38	15.78	11.06	0.00	0.57	13.41
AVERAGE HOURS OF TRAINING PER PARTICIPANT	59.64	35.43	32.48	34.89	28.89	0.00	16.00	34.39

FTC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	243.	421.	273.	357.	35.	19.	29.	1377.
AVAILABLE MAN-HOURS	441288.	764536.	495768.	648312.	63560.	34504.	52664.	2500632.
PARTICIPANTS	76.	112.	72.	102.	8.	0.	0.	370.
PARTICIPANT MAN-HOURS	1492.	3903.	1759.	1929.	98.	0.	0.	9181.
PARTICIPANT RATIO (%)	31.28	26.60	26.37	28.57	22.86	0.00	0.00	26.87
MAN-HOUR RATIO (%)	0.34	0.51	0.35	0.30	0.15	0.00	0.00	0.37
LAST YEAR'S MAN-HOUR RATIO (%)	0.41	0.54	0.45	0.09	0.00	0.00	0.00	0.34
% CHANGE FROM LAST YEAR	-17.54	-5.46	-21.15	230.60	0.00	0.00	0.00	7.98
% OF AGENCY POPULATION	17.65	30.57	19.82	25.93	2.54	1.38	2.11	100.00
% OF AGENCY PARTICIPANTS	20.54	30.27	19.46	27.57	2.16	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	16.25	42.51	19.16	21.01	1.07	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	6.14	9.27	6.44	5.40	2.80	0.00	0.00	6.67
AVERAGE HOURS OF TRAINING PER PARTICIPANT	19.63	34.85	24.43	18.91	12.25	0.00	0.00	24.81

GSA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	7670.	6300.	4862.	2136.	73.	18381.	872.	40386.
AVAILABLE MAN-HOURS	13933616.	11596976.	8825392.	3878976.	132568.	33379896.	1583552.	73340976.
PARTICIPANTS	3797.	4517.	4906.	2229.	32.	2478.	756.	18715.
PARTICIPANT MAN-HOURS	258946.	197321.	125511.	56107.	1170.	100284.	28538.	764937.
PARTICIPANT RATIO (%)	49.47	70.73	100.90	104.35	43.84	13.48	86.70	46.34
MAN-HOUR RATIO (%)	1.84	1.70	1.42	1.45	0.88	0.30	1.80	1.04
LAST YEAR'S MAN-HOUR RATIO (%)	1.92	1.19	1.58	1.59	1.58	0.38	0.85	0.98
% CHANGE FROM LAST YEAR	-4.37	42.98	-8.29	-8.93	-43.06	-20.94	112.02	6.43
% OF AGENCY POPULATION	19.01	15.61	12.04	5.29	0.18	45.51	2.16	100.00
% OF AGENCY PARTICIPANTS	20.29	24.14	26.21	11.91	0.17	13.24	4.04	100.00
% OF AGENCY MAN-HOURS	33.46	25.80	16.41	7.34	0.15	13.11	3.73	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	33.34	30.90	25.81	26.30	16.03	5.46	32.73	18.94
AVERAGE HOURS OF TRAINING PER PARTICIPANT	67.41	43.68	25.58	25.20	36.56	40.47	37.75	40.87

HEW	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	25049.	33209.	25275.	11281.	350.	6418.	5030.	110608.
AVAILABLE MAN-HOURS	4548584.	6030280.	4589400.	20486256.	635600.	11655088.	16398480.	20864128.
PARTICIPANTS	11955.	16733.	17880.	6129.	182.	1517.	387.	54783.
PARTICIPANT MAN-HOURS	385912.	1160272.	633606.	271713.	6666.	46505.	13830.	2518504.
PARTICIPANT RATIO (%)	47.73	50.39	70.74	54.33	52.00	23.64	4.29	49.53
MAN-HOUR RATIO (%)	0.85	1.92	1.38	1.33	1.05	0.40	0.08	1.25
LAST YEAR'S MAN-HOUR RATIO (%)	0.66	2.57	1.36	1.37	1.48	0.94	0.00	1.41
% CHANGE FROM LAST YEAR	28.54	-25.13	1.50	-3.19	-29.14	-57.55	0.00	-11.08
% OF AGENCY POPULATION	22.65	30.02	22.85	10.20	0.32	5.80	8.16	100.00
% OF AGENCY PARTICIPANTS	21.82	30.54	32.64	11.19	0.33	2.77	0.71	100.00
% OF AGENCY MAN-HOURS	15.32	46.07	25.16	10.79	0.26	1.85	0.55	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	15.41	34.94	25.07	24.09	19.05	7.25	1.53	22.77
AVERAGE HOURS OF TRAINING PER PARTICIPANT	32.28	69.34	35.44	44.33	36.63	30.66	35.74	45.97

HUD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	2691.	3975.	6473.	3306.	105.	88.	464.	17102.
AVAILABLE MAN-HOURS	4686856.	7218600.	11754968.	6003696.	190680.	159808.	842624.	31057232.
PARTICIPANTS	1009.	1706.	3890.	2194.	47.	2.	2.	8850.
PARTICIPANT MAN-HOURS	43419.	83956.	120437.	88303.	1765.	112.	53.	338105.
PARTICIPANT RATIO (%)	37.50	42.92	60.10	66.36	44.76	2.27	0.43	51.75
MAN-HOUR RATIO (%)	0.69	1.16	1.02	1.47	0.93	0.07	0.01	1.09
LAST YEAR'S MAN-HOUR RATIO (%)	0.55	1.08	0.98	1.43	1.49	0.39	0.12	0.99
% CHANGE FROM LAST YEAR	61.54	7.69	4.52	2.92	-37.62	-82.03	-94.76	9.96
% OF AGENCY POPULATION	15.74	23.24	37.85	19.33	0.61	0.51	2.71	100.00
% OF AGENCY PARTICIPANTS	11.40	19.28	43.95	24.79	0.53	0.02	0.02	100.00
% OF AGENCY MAN-HOURS	12.84	24.83	35.62	26.13	0.52	0.03	0.02	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	16.13	21.12	18.61	26.73	16.81	1.27	0.11	19.77
AVERAGE HOURS OF TRAINING PER PARTICIPANT	43.03	49.21	30.96	40.27	37.55	56.00	26.50	38.20

INTERIOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	5098.	13108.	21054.	6301.	185.	13337.	4331.	67414.
AVAILABLE MAN-HOURS	10521968.	23804128.	38234064.	11442616.	335960.	24219952.	7865096.	122423824.
PARTICIPANTS	4471.	7509.	16043.	3643.	49.	3200.	611.	35526.
PARTICIPANT MAN-HOURS	203353.	500002.	898989.	133808.	11130.	121610.	51914.	1920806.
PARTICIPANT RATIO (%)	49.14	57.29	76.20	57.82	26.49	23.99	14.11	52.70
MAN-HOUR RATIO (%)	1.23	2.10	2.39	1.17	3.31	0.50	0.66	1.57
LAST YEAR'S MAN-HOUR RATIO (%)	0.82	1.12	2.71	10.30	6.20	0.41	1.14	1.41
% CHANGE FROM LAST YEAR	50.10	87.54	-13.24	-88.65	-46.57	22.46	-42.10	11.28
% OF AGENCY POPULATION	13.50	19.44	31.23	9.35	0.27	19.78	6.42	100.00
% OF AGENCY PARTICIPANTS	12.59	21.14	45.16	10.25	0.14	9.01	1.72	100.00
% OF AGENCY MAN-HOURS	10.59	26.03	46.80	6.97	0.58	6.33	2.70	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	22.35	38.14	42.70	21.24	60.16	9.12	11.99	28.49
AVERAGE HOURS OF TRAINING PER PARTICIPANT	45.48	66.59	56.04	36.73	227.14	38.00	84.97	54.07

ICC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	257.	436.	522.	296.	110.	27.	16.	1664.
AVAILABLE MAN-HOURS	460712.	781776.	947952.	537536.	199760.	49032.	29056.	3021824.
PARTICIPANTS	26.	47.	91.	23.	9.	0.	0.	196.
PARTICIPANT MAN-HOURS	835.	1741.	2662.	696.	584.	0.	0.	6518.
PARTICIPANT RATIO (%)	10.12	10.78	17.43	7.77	8.18	0.00	0.00	11.78
MAN-HOUR RATIO (%)	0.18	0.22	0.28	0.13	0.29	0.00	0.00	0.22
LAST YEAR'S MAN-HOUR RATIO (%)	0.36	0.08	0.27	0.62	0.84	0.25	0.00	0.33
% CHANGE FROM LAST YEAR	-50.30	174.86	4.01	-79.12	-65.20	-100.00	0.00	-34.68
% OF AGENCY POPULATION	15.44	26.20	31.37	17.79	6.61	1.62	0.96	100.00
% OF AGENCY PARTICIPANTS	13.27	23.98	46.43	11.73	4.59	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	12.81	26.71	40.84	10.68	8.96	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	3.25	3.99	5.10	2.35	5.31	0.00	0.00	3.92
AVERAGE HOURS OF TRAINING PER PARTICIPANT	32.12	37.04	29.25	30.26	64.89	0.00	0.00	33.26

JUSTICE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	5242.	13805.	10852.	6549.	322.	1395.	1420.	43045.
AVAILABLE MAN-HOURS	10783472.	25178840.	19707232.	11892984.	584752.	2533320.	2578720.	75259328.
PARTICIPANTS	7089.	9820.	6030.	1676.	93.	819.	9.	25596.
PARTICIPANT MAN-HOURS	596210.	763045.	619589.	80718.	5072.	21817.	212.	2084663.
PARTICIPANT RATIO (%)	76.70	71.26	55.57	25.59	28.88	58.71	0.63	58.65
MAN-HOUR RATIO (%)	3.54	3.03	3.14	0.68	0.87	0.86	0.01	2.63
LAST YEAR'S MAN-HOUR RATIO (%)	4.07	3.30	5.42	0.57	0.44	0.00	0.13	3.28
% CHANGE FROM LAST YEAR	-13.01	-6.17	-41.99	19.07	97.13	0.00	-93.68	-19.81
% OF AGENCY POPULATION	21.18	31.77	24.86	15.01	0.74	3.20	3.25	100.00
% OF AGENCY PARTICIPANTS	27.70	38.60	23.56	6.55	0.36	3.20	0.04	100.00
% OF AGENCY MAN-HOURS	28.58	36.60	29.72	3.87	0.24	1.05	0.01	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	84.29	55.03	57.09	12.33	15.75	15.64	0.15	47.76
AVERAGE HOURS OF TRAINING PER PARTICIPANT	83.88	77.23	102.75	48.16	54.54	26.64	23.56	81.44

LABOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1619.	3306.	3518.	3179.	116.	92.	219.	12049.
AVAILABLE MAN-HOURS	294C104.	6C03696.	6388688.	5773064.	210656.	167072.	397704.	21080984.
PARTICIPANTS	1138.	2241.	3334.	3077.	61.	1.	43.	9895.
PARTICIPANT MAN-HOURS	34861.	62194.	71215.	80934.	2308.	36.	2061.	253609.
PARTICIPANT RATIO (%)	70.29	67.79	94.77	96.79	52.59	1.09	19.63	82.12
MAN-HOUR RATIO (%)	1.19	1.04	1.11	1.40	1.10	0.02	0.52	1.16
LAST YEAR'S MAN-HOUR RATIO (%)	0.98	0.85	1.64	1.03	0.96	0.11	0.00	1.14
% CHANGE FROM LAST YEAR	19.77	21.87	-32.03	36.11	14.13	-80.41	0.00	1.67
% OF AGENCY POPULATION	13.44	27.44	29.20	26.38	0.96	0.76	1.82	100.00
% OF AGENCY PARTICIPANTS	11.50	22.65	33.69	31.10	0.62	0.01	0.43	100.00
% OF AGENCY MAN-HOURS	13.75	24.52	28.08	31.91	0.91	0.01	0.81	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	21.53	18.81	20.24	25.46	19.90	0.39	9.41	21.05
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.63	27.75	21.36	26.30	37.84	36.00	47.93	25.63

LIB CONG	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	750.	1353.	1137.	378.	53.	162.	11.	3844.
AVAILABLE MAN-HOURS	1362000.	2457048.	2064792.	686448.	96248.	294192.	19976.	6980704.
PARTICIPANTS	201.	484.	557.	158.	17.	55.	5.	1477.
PARTICIPANT MAN-HOURS	2172.	6774.	10972.	2681.	129.	1061.	80.	23869.
PARTICIPANT RATIO (%)	26.80	35.77	48.99	41.80	32.08	33.95	45.45	38.42
MAN-HOUR RATIO (%)	0.16	0.28	0.53	0.39	0.13	0.36	0.40	0.34
LAST YEAR'S MAN-HOUR RATIO (%)	0.18	0.43	0.89	0.72	0.07	0.03	16.30	0.54
% CHANGE FROM LAST YEAR	-11.40	-35.88	-40.29	-45.76	91.47	1102.16	-97.54	-30.68
% OF AGENCY POPULATION	19.51	35.20	29.58	9.83	1.38	4.21	0.29	100.00
% OF AGENCY PARTICIPANTS	13.61	32.77	37.71	10.70	1.15	3.72	0.34	100.00
% OF AGENCY MAN-HOURS	9.10	28.38	45.97	11.23	0.54	4.45	0.34	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	2.90	5.01	9.69	7.09	2.43	6.55	7.27	6.21
AVERAGE HOURS OF TRAINING PER PARTICIPANT	10.81	14.00	19.70	16.97	7.59	19.29	16.00	16.16

NASA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1781.	4688.	9769.	11202.	298.	2404.	993.	31135.
AVAILABLE MAN-HOURS	3234296.	8513408.	17740504.	20342832.	541168.	4365664.	1803288.	56541160.
PARTICIPANTS	680.	2137.	6507.	6748.	113.	1213.	109.	17507.
PARTICIPANT MAN-HOURS	28098.	58590.	251652.	269683.	6382.	27451.	5838.	647694.
PARTICIPANT RATIO (%)	38.18	45.58	66.61	60.24	37.92	50.46	10.98	56.23
MAN-HOUR RATIO (%)	0.87	0.69	1.42	1.33	1.18	0.63	0.32	1.15
LAST YEAR'S MAN-HOUR RATIO (%)	0.43	0.90	1.62	1.64	1.36	0.51	0.84	1.33
% CHANGE FROM LAST YEAR	102.04	-23.53	-12.44	-19.17	-13.29	23.29	-61.46	-13.87
% OF AGENCY POPULATION	5.72	15.06	31.38	35.98	0.96	7.72	3.19	100.00
% OF AGENCY PARTICIPANTS	3.88	12.21	37.17	38.54	0.65	6.93	0.62	100.00
% OF AGENCY MAN-HOURS	4.34	9.05	38.85	41.64	0.99	4.24	0.90	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	15.78	12.50	25.76	24.07	21.42	11.42	5.88	20.80
AVERAGE HOURS OF TRAINING PER PARTICIPANT	41.32	27.42	38.67	39.96	56.48	22.63	53.56	37.00

NAVY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	44779.	43627.	57521.	19255.	328.	173850.	16581.	355541.
AVAILABLE MAN-HOURS	8131872.	79226640.	104458144.	34967080.	595648.	315711616.	30111096.	640388864.
PARTICIPANTS	8278.	13955.	30562.	9342.	275.	58640.	3.	120695.
PARTICIPANT MAN-HOURS	261495.	893378.	1428814.	406752.	11553.	2290374.	4560.	5396926.
PARTICIPANT RATIO (%)	18.49	31.18	53.13	48.52	83.84	33.73	0.02	33.91
MAN-HOUR RATIO (%)	0.32	1.13	1.37	1.16	1.94	0.76	0.02	0.83
LAST YEAR'S MAN-HOUR RATIO (%)	0.23	0.52	1.15	1.29	1.38	0.72	0.02	0.73
% CHANGE FROM LAST YEAR	39.81	116.05	18.94	-9.82	42.62	5.16	-24.28	14.30
% OF AGENCY POPULATION	12.58	12.26	16.18	5.41	0.09	48.84	4.66	100.00
% OF AGENCY PARTICIPANTS	6.86	11.26	25.32	7.74	0.23	48.59	0.00	100.00
% OF AGENCY MAN-HOURS	4.85	16.55	26.47	7.54	0.21	44.29	0.08	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	5.84	20.48	24.84	21.13	35.22	13.75	0.28	15.16
AVERAGE HOURS OF TRAINING PER PARTICIPANT	31.59	65.71	46.75	43.54	42.01	40.76	1520.00	44.72

NLRB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	274.	645.	395.	744.	140.	23.	38.	2259.
AVAILABLE MAN-HOURS	497584.	1171320.	717320.	1351104.	254240.	41768.	69008.	4102344.
PARTICIPANTS	57.	111.	94.	58.	2.	0.	0.	322.
PARTICIPANT MAN-HOURS	1576.	2478.	3300.	1722.	368.	0.	0.	9444.
PARTICIPANT RATIO (%)	20.80	17.21	23.80	7.80	1.43	0.00	0.00	14.25
MAN-HOUR RATIO (%)	0.32	0.21	0.46	0.13	0.14	0.00	0.00	0.23
LAST YEAR'S MAN-HOUR RATIO (%)	0.50	0.22	0.70	0.17	0.07	0.09	0.00	0.31
% CHANGE FROM LAST YEAR	-36.65	-3.84	-34.28	-25.03	106.78	-100.00	0.00	-25.74
% OF AGENCY POPULATION	12.13	28.55	17.49	32.93	6.20	1.02	1.68	100.00
% OF AGENCY PARTICIPANTS	17.70	34.47	29.19	18.01	0.62	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	16.69	26.24	34.94	18.23	3.90	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	5.75	3.84	8.35	2.31	2.63	0.00	0.00	4.18
AVERAGE HOURS OF TRAINING PER PARTICIPANT	27.65	22.32	35.11	29.69	184.00	0.00	0.00	29.33

OTHER DEFENSE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	9965.	12571.	22615.	5450.	243.	11304.	2073.	64221.
AVAILABLE MAN-HOURS	18096440.	22628936.	41068840.	9897200.	441288.	20528064.	3764568.	116625344.
PARTICIPANTS	2659.	6480.	23218.	5801.	122.	2301.	203.	40784.
PARTICIPANT MAN-HOURS	81767.	358208.	1184716.	288861.	10903.	36053.	7708.	1968216.
PARTICIPANT RATIO (%)	26.68	51.55	102.67	106.44	50.21	20.36	9.79	63.51
MAN-HOUR RATIO (%)	0.45	1.57	2.88	2.92	2.47	0.18	0.20	1.69
LAST YEAR'S MAN-HOUR RATIO (%)	0.39	1.53	2.99	3.09	2.42	0.31	0.08	1.74
% CHANGE FROM LAST YEAR	15.80	2.56	-3.52	-5.55	2.10	-43.35	155.94	-3.01
% OF AGENCY POPULATION	15.52	19.57	35.21	8.49	0.38	17.60	3.23	100.00
% OF AGENCY PARTICIPANTS	6.52	15.89	56.93	14.22	0.30	5.64	0.50	100.00
% OF AGENCY MAN-HOURS	4.15	18.20	60.19	14.68	0.55	1.83	0.39	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	8.21	28.49	52.39	53.00	44.87	3.19	3.72	30.65
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.75	55.28	51.03	49.80	89.37	15.67	37.97	48.26

OMB	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	31.	178.	128.	244.	66.	22.	22.	691.
AVAILABLE MAN-HOURS	56296.	323248.	232448.	443104.	119856.	39952.	39952.	1254856.
PARTICIPANTS	7.	55.	36.	58.	12.	0.	0.	168.
PARTICIPANT MAN-HOURS	209.	1830.	1300.	6042.	920.	0.	0.	10301.
PARTICIPANT RATIO (%)	22.58	30.90	28.12	23.77	18.18	0.00	0.00	24.31
MAN-HOUR RATIO (%)	0.37	0.57	0.56	1.36	0.77	0.00	0.00	0.82
LAST YEAR'S MAN-HOUR RATIO (%)	0.13	0.35	0.30	1.32	0.73	0.00	0.00	0.68
% CHANGE FROM LAST YEAR	185.58	61.75	86.42	3.30	5.19	0.00	0.00	20.72
% OF AGENCY POPULATION	4.49	25.76	18.52	35.31	9.55	3.18	3.18	100.00
% OF AGENCY PARTICIPANTS	4.17	32.74	21.42	34.52	7.14	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	2.03	17.77	12.62	58.65	8.93	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	6.74	10.28	10.10	24.76	13.94	0.00	0.00	14.91
AVERAGE HOURS OF TRAINING PER PARTICIPANT	29.80	33.27	36.11	104.17	76.67	0.00	0.00	61.32

RR RET BD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	514.	566.	554.	95.	9.	28.	55.	1821.
AVAILABLE MAN-HOURS	933424.	1027856.	1006064.	172520.	16344.	50848.	99880.	3306936.
PARTICIPANTS	59.	153.	237.	37.	0.	0.	0.	486.
PARTICIPANT MAN-HOURS	2697.	18389.	14891.	760.	0.	0.	0.	36737.
PARTICIPANT RATIO (%)	11.48	27.03	42.78	38.95	0.00	0.00	0.00	26.69
MAN-HOUR RATIO (%)	0.29	1.79	1.48	0.44	0.00	0.00	0.00	1.11
LAST YEAR'S MAN-HOUR RATIO (%)	2.40	6.00	0.48	0.46	0.20	0.00	0.00	2.69
% CHANGE FROM LAST YEAR	-87.90	-70.18	208.36	-4.23	-100.00	0.00	0.00	-58.70
% OF AGENCY POPULATION	28.23	31.08	30.42	5.22	0.49	1.54	3.02	100.00
% OF AGENCY PARTICIPANTS	12.14	31.48	48.77	7.61	0.00	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	7.34	50.06	40.53	2.07	0.00	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	5.25	32.49	26.88	8.00	0.00	0.00	0.00	20.17
AVERAGE HOURS OF TRAINING PER PARTICIPANT	45.71	120.19	62.83	20.54	0.00	0.00	0.00	75.59

SBA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	1084.	1117.	1419.	909.	34.	20.	93.	4676.
AVAILABLE MAN-HOURS	196544.	202872.	257604.	165074.	6174.	3632.	16888.	849616.
PARTICIPANTS	281.	317.	391.	323.	4.	0.	0.	1316.
PARTICIPANT MAN-HOURS	4549.	8677.	9967.	9906.	980.	0.	0.	33079.
PARTICIPANT RATIO (%)	25.92	35.54	27.55	35.53	11.76	0.00	0.00	25.85
MAN-HOUR RATIO (%)	0.23	0.43	0.37	0.60	1.59	0.00	0.00	0.40
LAST YEAR'S MAN-HOUR RATIO (%)	0.16	0.44	0.42	0.73	0.71	0.03	0.01	0.42
% CHANGE FROM LAST YEAR	44.43	-2.78	-11.60	-17.80	123.55	-100.00	-100.00	-5.57
% OF AGENCY POPULATION	23.18	23.89	30.35	19.44	0.73	0.43	1.99	100.00
% OF AGENCY PARTICIPANTS	20.13	28.44	28.01	23.14	0.29	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	13.51	25.76	28.41	29.41	2.91	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	4.20	7.77	6.74	10.90	28.82	0.00	0.00	7.20
AVERAGE HOURS OF TRAINING PER PARTICIPANT	16.19	21.86	24.47	30.67	245.00	0.00	0.00	24.13

SMITH INST	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	440.	557.	532.	286.	31.	681.	49.	2582.
AVAILABLE MAN-HOURS	809936.	1011512.	966112.	519376.	56296.	1236696.	88984.	4688912.
PARTICIPANTS	68.	82.	70.	33.	1.	110.	0.	364.
PARTICIPANT MAN-HOURS	3518.	3000.	2590.	1568.	16.	3436.	0.	14194.
PARTICIPANT RATIO (%)	15.25	14.72	13.16	11.54	3.23	16.15	0.00	14.10
MAN-HOUR RATIO (%)	0.43	0.30	0.27	0.30	0.03	0.28	0.00	0.30
LAST YEAR'S MAN-HOUR RATIO (%)	0.25	0.16	0.50	0.15	0.03	2.65	0.19	0.35
% CHANGE FROM LAST YEAR	45.78	89.44	-46.38	101.27	-5.20	-89.52	-100.00	-15.51
% OF AGENCY POPULATION	17.27	21.57	20.60	11.08	1.20	26.37	1.90	100.00
% OF AGENCY PARTICIPANTS	18.68	22.53	19.23	9.07	0.27	30.22	0.00	100.00
% OF AGENCY MAN-HOURS	24.79	21.00	18.25	11.05	0.11	24.21	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	7.89	5.50	4.87	5.48	0.52	5.05	0.00	5.50
AVERAGE HOURS OF TRAINING PER PARTICIPANT	51.74	37.39	37.00	47.52	16.00	31.24	0.00	38.99

SEC	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	168.	343.	378.	480.	33.	18.	39.	1459.
AVAILABLE MAN-HOURS	305088.	622088.	686448.	871680.	59928.	32688.	70824.	2649544.
PARTICIPANTS	8.	64.	259.	205.	47.	0.	0.	583.
PARTICIPANT MAN-HOURS	224.	2620.	4203.	3601.	432.	0.	0.	11080.
PARTICIPANT RATIO (%)	4.76	18.66	68.52	42.71	142.42	0.00	0.00	39.96
MAN-HOUR RATIO (%)	0.07	0.42	0.61	0.41	0.72	0.00	0.00	0.42
LAST YEAR'S MAN-HOUR RATIO (%)	0.06	0.10	0.38	0.38	0.19	0.08	0.00	0.25
% CHANGE FROM LAST YEAR	22.37	320.62	61.13	8.71	279.40	-100.00	0.00	67.27
% OF AGENCY POPULATION	11.51	23.51	25.91	32.90	2.26	1.23	2.67	100.00
% OF AGENCY PARTICIPANTS	1.37	10.98	44.43	35.16	8.06	0.00	0.00	100.00
% OF AGENCY MAN-HOURS	2.02	23.65	37.93	32.50	3.90	0.00	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	1.33	7.64	11.12	7.50	13.09	0.00	0.00	7.59
AVERAGE HOURS OF TRAINING PER PARTICIPANT	28.00	40.94	16.23	17.57	9.19	0.00	0.00	19.01

TRANS.	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	4724.	9878.	30986.	16820.	311.	6191.	1957.	70867.
AVAILABLE MAN-HOURS	8578704.	17938448.	56270576.	30545120.	564776.	11242856.	3553912.	128694480.
PARTICIPANTS	1124.	4549.	22042.	15766.	105.	1837.	131.	45554.
PARTICIPANT MAN-HOURS	208876.	469592.	2517584.	1694294.	4250.	105095.	1036.	5000727.
PARTICIPANT RATIO (%)	23.79	46.05	71.14	93.73	33.76	29.67	6.69	64.28
MAN-HOUR RATIO (%)	2.43	2.62	4.47	5.55	0.75	0.93	0.03	3.89
LAST YEAR'S MAN-HOUR RATIO (%)	3.13	4.38	4.61	24.20	1.67	0.76	0.13	3.48
% CHANGE FROM LAST YEAR	-22.21	-40.23	-2.95	-77.08	-54.94	23.00	-77.58	11.66
% OF AGENCY POPULATION	6.67	13.94	43.72	23.73	0.44	8.74	2.76	100.00
% OF AGENCY PARTICIPANTS	2.47	9.99	48.39	34.61	0.23	4.03	0.29	100.00
% OF AGENCY MAN-HOURS	4.18	9.39	50.34	33.88	0.08	2.10	0.02	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	44.22	47.54	81.25	100.73	13.67	16.98	0.53	70.56
AVERAGE HOURS OF TRAINING PER PARTICIPANT	185.83	103.23	114.22	107.47	40.48	57.21	7.91	109.78

TREAS.	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	21955.	24679.	28845.	10679.	276.	5469.	5291.	97144.
AVAILABLE MAN-HOURS	39870280.	44817064.	52382520.	19302264.	501216.	9931704.	9608456.	176413504.
PARTICIPANTS	20083.	32783.	20090.	5352.	93.	1121.	0.	79522.
PARTICIPANT MAN-HOURS	727178.	2534154.	1032453.	222615.	3305.	72553.	0.	4592258.
PARTICIPANT RATIO (%)	91.47	132.84	69.69	50.35	33.70	20.50	0.00	81.86
MAN-HOUR RATIO (%)	1.82	5.65	1.97	1.15	0.66	0.73	0.00	2.60
LAST YEAR'S MAN-HOUR RATIO (%)	1.17	3.89	2.74	2.01	1.20	3.54	0.00	2.48
% CHANGE FROM LAST YEAR	55.89	45.36	-28.07	-42.62	-45.05	-79.36	0.00	4.96
% OF AGENCY POPULATION	22.60	25.40	29.69	10.94	0.28	5.63	5.45	100.00
% OF AGENCY PARTICIPANTS	25.25	41.23	25.26	6.73	0.12	1.41	0.00	100.00
% OF AGENCY MAN-HOURS	15.83	55.18	22.48	4.85	0.07	1.58	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	33.12	102.68	35.79	20.94	11.97	13.27	0.00	47.27
AVERAGE HOURS OF TRAINING PER PARTICIPANT	36.21	77.30	51.39	41.59	35.54	64.72	0.00	57.75

VA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	WS	OTHER	TOTALS
POPULATION	44056.	36076.	16833.	4284.	74.	32433.	29912.	163668.
AVAILABLE MAN-HOURS	8000696.	65514016.	30568728.	7779744.	134384.	58298328.	54320192.	297221120.
PARTICIPANTS	5936.	11064.	10231.	2909.	78.	5837.	16344.	56459.
PARTICIPANT MAN-HOURS	662165.	243735.	315128.	93311.	2502.	116206.	496143.	1929190.
PARTICIPANT RATIO (%)	22.59	30.67	60.78	69.30	105.41	18.00	54.64	34.50
MAN-HOUR RATIO (%)	0.83	0.37	1.03	1.20	1.86	0.20	0.91	0.65
LAST YEAR'S MAN-HOUR RATIO (%)	0.63	0.39	0.69	0.90	1.87	0.18	0.80	0.54
% CHANGE FROM LAST YEAR	31.37	-4.61	49.40	33.27	-0.44	9.61	14.17	20.20
% OF AGENCY POPULATION	26.92	22.04	10.28	2.62	0.05	19.82	18.28	100.00
% OF AGENCY PARTICIPANTS	17.60	19.60	18.12	5.26	0.14	10.34	28.95	100.00
% OF AGENCY MAN-HOURS	34.32	12.63	16.33	4.84	0.13	6.02	25.72	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 72	15.03	6.76	18.72	21.78	33.81	3.58	16.59	11.79
AVERAGE HOURS OF TRAINING PER PARTICIPANT	66.64	22.03	30.80	31.43	32.08	19.91	30.36	34.17

APPENDIX B

STATISTICAL TABLES

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

Agency	Employee Development Officers	Instructors	Administrative Support	Clerical Support	Total
Agriculture	$ 1,529,744	$ 678,989	$ 149,592	$ 383,038	$ 2,741,363
Commerce	517,828	307,983	252,051	165,713	1,243,575
Army	5,008,750	940,159	469,905	848,437	7,267,251
Navy	4,861,006	5,604,388	571,707	753,031	11,790,132
Air Force	4,256,199	2,167,377	148,328	441,279	7,013,183
Other Defense	1,192,049	1,321,412	2,129,322	392,710	5,035,493
HEW	4,449,920	1,588,873	1,121,900	1,142,855	8,303,548
HUD	363,980	—	50,614	70,267	484,861
Interior	984,430	232,112	189,232	252,438	1,658,212
Justice	382,254	1,950,874	771,630	777,509	3,882,267
Labor	600,543	13,909	33,311	86,976	734,739
Transportation	2,561,797	14,886,077	5,525,132	1,367,097	24,340,103
Treasury	3,691,053	1,568,010	997,490	1,169,396	7,425,949
DC Government	731,772	950,546	285,371	328,812	2,296,501
EPA	112,514	695,841	140,913	110,708	1,059,976
GAO	—	157,232	—	36,068	193,300
GSA	352,133	109,107	124,248	69,407	654,895
GPO	155,535	9,053	—	15,351	179,939
Library of Congress	34,032	111,895	—	17,497	163,424
NASA	774,351	57,214	20,004	129,231	980,800
OEO	199,163	—	73,353	24,082	296,598
Panama Canal	59,642	274,032	14,204	28,377	376,255
RR Ret Board	32,590	49,947	9,053	13,026	104,616
Selective Service	726,427	—	—	42,423	768,850
SBA	81,081	—	9,657	16,590	107,328
VA	2,681,099	5,773,579	239,906	517,474	9,212,058
All Others *	313,249	54,117	23,105	53,849	444,320
TOTAL	$36,653,141	$39,502,726	$13,350,028	$9,253,641	$98,759,536

* 19 Agencies Reporting Less Than $100,000.

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

Agency	Employee Development Officers	Instructors	Administrative Support	Clerical Support	Total Training Personnel	Agency Population	No. Employees Per Training Person
Agriculture	91	43	22	51	207	101702	491
Commerce	30	25	21	28	104	32417	312

Army	349	156	65	138	708	427389	604
Navy	315	513	44	110	982	355941	363
Air Force	278	177	12	65	532	297445	559
Other Defense	72	78	104	50	304	64221	211
HEW	253	95	175	146	669	110968	166
HUD	22	—	5	8	35	17102	489
Interior	58	17	16	34	125	67414	539
Justice	27	111	39	94	271	43645	161
Labor	30	1	3	11	45	12049	268
Transportation	135	785	259	172	1351	70867	525
Treasury	221	107	68	156	552	97144	176
DC Government	44	86	22	43	195	41144	211
EPA	6	40	13	15	74	6862	93
GAO	—	7	—	5	12	4715	393
GSA	21	11	9	10	51	40386	792
GPO	9	1	—	2	12	7753	646
Library of Congress	2	9	—	2	13	3844	296
NASA	42	3	2	17	64	31135	487
OEO	10	—	5	4	19	2950	155
Panama Canal	4	18	1	4	27	14620	541
Selective Service	49	—	—	6	55	5571	101
VA	158	343	18	69	588	163668	278
All Others *	24	7	3	11	45	72496	1611
TOTAL	2250	2633	906	1251	7040	2093448	297

* 21 Agencies Reporting Fewer Than 10 Full-Time Training Personnel.

TRAINING PARTICIPATION AND MAN-HOUR SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERNAL		INTERAGENCY		NON-GOVERNMENT LONG TERM		NON-GOVERNMENT SHORT TERM		ALL SOURCES	
	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS
GS 1-4	85288	3261881	10759	344681	18	28099	12567	570749	108632	4565710
GS 5-8	144174	8468730	21501	703799	110	163668	29506	1186861	195291	10523058
GS 9-12	207103	10386135	33233	1204859	796	1154348	63842	2608296	304974	15353638
GS 13-15	59499	3252998	15103	617943	456	611932	30940	1124403	105998	5607276
GS 16-18	950	30011	596	55429	8	17774	995	37495	2549	140709
TOTAL GS	497014	25759755	81192	2927011	1388	1975821	137850	5527804	717444	36190391
WS-SPV	26103	625469	2577	80393	1	1520	3279	123365	31960	830747
WS-N/SPV	84921	3802838	2077	84035	2	4000	10099	553324	97099	4444127
TOTAL WS	111024	4428307	4654	164428	3	5520	13378	676689	129059	5274944
OTHER	85599	4455287	2758	252781	20	25952	10850	399816	99227	5133836
TOTAL PAY SYSTEM	693637	34643349	88604	3344220	1411	2007293	162078	6604309	945730	46599171
MED/SCI/ENG	92003	7270099	6584	389223	1103	1519984	53541	2317700	153231	11497006
TECHNICAL	308523	17210266	21674	861724	40	75741	48363	2252093	378600	20399824
ADM/MGMT	133573	4537229	35683	1323980	257	368276	32865	1159321	202378	7388806
OTHER	159538	5625755	24663	769293	11	43292	27309	875195	211521	7313535
TOTAL	693637	34643349	88604	3344220	1411	2007293	162078	6604309	945730	46599171

TRAINING PARTICIPATION SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	25004	60284	85288	1596	9163	10759	5	13	18	3293	9274	12567	29898	78734	108632
GS 5-8	85623	58551	144174	7222	14279	21501	67	43	110	13567	15939	29506	106479	88812	195291
GS 9-12	179006	28097	207103	26426	6807	33233	733	63	796	53165	10677	63842	259330	45644	304974
GS 13-15	57269	2230	59499	14154	949	15103	444	12	456	29379	1561	30940	101246	4752	105998
GS 16-18	913	37	950	579	17	596	8		8	919	76	995	2419	130	2549
TOTAL GS	347815	149199	497014	49977	31215	81192	1257	131	1388	100323	37527	137850	499372	218072	717444
WS-SPV	25433	670	26103	2515	62	2577	1		1	3171	108	3279	31120	840	31960
WS-N/SPV	80436	4485	84921	1886	191	2077	2		2	9724	375	10099	92048	5051	97099
TOTAL WS	105869	5155	111024	4401	253	4654	3		3	12895	483	13378	123168	5891	129059
OTHER	55544	30055	85599	1765	993	2758	19	1	20	6968	3882	10850	64296	34931	99227
TOTAL PAY SYSTEM	509228	184409	693637	56143	32461	88604	1279	132	1411	120186	41892	162078	686836	258894	945730
MED/SCI/ENG	67208	24795	92003	4857	1727	6584	1009	94	1103	42205	11336	53541	115279	37952	153231
TECHNICAL	241030	67493	308523	14701	6973	21674	32	8	40	38679	9684	48363	294442	84158	378600
ADM/MGMT	101685	31888	133573	26316	9367	35683	231	26	257	24648	8217	32865	152880	49498	202378
OTHER	99305	60233	159538	10269	14394	24663	7	4	11	14654	12655	27309	124235	87286	211521
TOTAL	509228	184409	693637	56143	32461	88604	1279	132	1411	120186	41892	162078	686836	258894	945730

PARTICIPATION BY AGENCY AND PAY SYSTEM

PAGE I

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	46480	9117	55597	1508	56	1564	2604	83	2687	50592	9256	59848
COMMERCE	8358	5321	13679	174	9	183	478	9	487	9010	5339	14349
ARMY	89598	33989	123587	21774	814	22588	21535	11397	32932	132725	46200	178925
NAVY	46913	15139	62052	57851	789	58640	1977	183	2160	106741	16111	122852
A F	49238	15092	64330	21941	790	22731	9071	2537	11608	80250	18419	98669
OTHER DEFENSE	29263	9017	38280	2187	114	2301	103	100	203	31553	9231	40784
HEW	22336	30543	52872	983	534	1517	307	80	387	23626	31157	54783
HUD	5584	3262	8846	2		2	2		2	5588	3262	8850
INTERIOR	23406	8309	31715	2896	304	3200	601	10	610	26903	8623	35526
JUSTICE	17044	7724	24768	814	5	819	9		9	17867	7729	25596
LABOR	5750	4101	9851	1		1	1	42	43	5752	4143	9895
STATE	772	1388	2160	14	2	16				786	1390	2176
TRANS.	40430	3160	43590	1837		1837	51	80	131	42318	3240	45558
TREAS.	44394	34017	78411	940	181	1121				45334	34198	79532
AEC	3238	827	4065	12		12	4		4	3254	827	4081
CAB	160	51	211	3		3				163	51	214
CSC	1386	1490	2876	1	2	3				1387	1492	2879
D C GOVT	4915	5083	9998	1132	137	1269	19271	1136	20407	25318	6356	31674
EEOC	517	591	1108	3		3				520	591	1111
EPA	2367	970	3337	13		13	112		112	2492	970	3462
FCC	378	243	621	1		1				379	243	622
FHLBB	485	243	728	1		1				486	243	729
FPC	390	72	462				1		1	391	72	463
FTC	184	186	370							184	186	370

PARTICIPATION BY AGENCY AND PAY SYSTEM

PAGE II

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	3690	740	4430							3690	740	4430
GPO	524	193	717				961	87	1048	1485	280	1765
GSA	11535	3946	15481	2067	411	2478	712	44	756	14314	4401	18715
USIA	185	211	396	15		15	10		10	210	211	421
ICC	140	56	196							140	56	196
LIB CONG	652	765	1417	41	14	55	1	4	5	694	783	1477
NASA	13794	2391	16185	1212	1	1213	109		109	15115	2392	17507
NAT CAP HOUSING	83	52	135	133		133				216	52	268
NAT CREDIT UNION	247	47	294							247	47	294
NLRB	171	151	322							171	151	322
NSF	222	288	510	2		2				224	288	512
OEO	1398	1439	2837				1		1	1399	1439	2838
OMB	103	65	168							103	65	168
PANAMA CANAL	976	470	1446	1357	4	1361	746	201	947	3079	675	3754
RR RET BD	299	187	486							299	187	486
SEC	528	55	583							528	55	583
SEL SVC	703	1564	2267				1248	7150	8398	1951	8714	10665
SBA	715	681	1396							715	681	1396
SMITH INST	136	118	254	103	7	110				239	125	364
SOLDIERS HOME	65	70	135	19	11	30		7	7	84	88	172
VA	19620	14658	34278	4131	1706	5837	4563	11781	16344	28314	28145	56459
TOTALS	499372	218072	717444	123168	5891	129059	64296	34931	99227	686836	258894	945730

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

PAGE I

AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			OTHER			ALL CATEGORIES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	16557	1242	17699	10608	2667	13275	12946	1843	14789	10481	3504	13985	50592	9256	59848
COMMERCE	1972	526	2498	3760	2524	6284	2801	934	3735	477	1355	1832	9010	5339	14349
ARMY	16051	1913	17964	58619	14190	72809	27903	7097	35000	30152	23000	53152	132725	46200	178925
NAVY	7320	501	7821	67865	5244	73109	20491	3897	24388	11065	6469	17534	106741	16111	122852
A F	4998	670	5668	44532	6968	51500	17389	3808	21197	13331	6973	20304	80250	18419	98669
OTHER DEFENSE	2679	726	3405	18809	4631	23440	6676	1778	8454	3389	2095	5484	31553	9231	40784
HEW	3624	5390	9014	6571	8529	15100	7776	7133	14909	5655	10105	15760	23626	31157	54783
HUD	335	656	991	2066	824	2890	2547	944	3491	640	838	1478	5588	3262	8850
INTERIOR	6286	848	7134	5340	1619	6959	8384	2107	10491	6893	4049	10942	26903	8623	35526
JUSTICE	3939	292	4231	4487	2894	7381	2522	460	2982	6919	4083	10002	17867	7729	25596
LABOR	188	150	338	1791	1281	3072	3268	1091	4359	505	1621	2126	5752	4143	9895
STATE	145	178	323	184	90	274	132	97	229	325	1025	1350	786	1390	2176
TRANS.	1628	106	1734	28824	989	29813	8929	819	9748	2937	1326	4263	42318	3240	45558
TREAS.	18221	4607	22828	16022	21993	38015	5099	1913	7012	5992	5685	11677	45334	34198	79532
AEC	463	34	497	945	77	1022	1194	166	1360	652	550	1202	3254	827	4081
CAB	14	3	17	49	16	65	61	12	73	39	20	59	163	51	214
CSC	108	29	137	351	191	542	684	331	1015	244	941	1185	1387	1492	2879
D C GOVT	9507	2985	12492	3861	817	4678	1940	1079	3019	10010	1475	11485	25318	6356	31674
EEOC	37	98	135	300	215	515	183	220	403		58	58	520	591	1111
EPA	894	102	996	572	201	773	852	271	1123	174	396	570	2492	970	3462
FCC	57	11	68	89	101	190	122	34	156	111	97	208	379	243	622
FHLBB	3	2	5	288	38	326	161	54	215	34	149	183	486	243	729
FPC	223	11	234	29	12	41	123	16	139	16	33	49	391	72	463
FTC	98	11	109	26	26	52	56	38	94	4	111	115	184	186	370

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

PAGE II

AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			OTHER			ALL CATEGORIES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	297	1	298	74	3	77	1152	149	1301	2167	587	2754	3690	740	4430
GPO	11	12	23	1057	120	1177	239	75	314	178	73	251	1485	280	1765
GSA	934	262	1196	5123	1590	6713	2839	721	3560	5418	1828	7246	14314	4401	18715
USIA	55	16	71	82	40	122	53	18	71	20	137	157	210	211	421
ICC	28	1	29	43	2	45	36	6	42	33	47	80	140	56	196
LIB CONG	132	133	265	183	123	306	118	97	215	261	430	691	694	783	1477
NASA	5030	313	5343	3562	420	3982	4783	588	5371	1740	1071	2811	15115	2392	17507
NAT CAP HOUSING	3	1	4	97		97	116	51	167				216	52	268
NAT CREDIT UNION				102	16	118	144	3	147	1	28	29	247	47	294
NLRB	106	11	117	31	37	68	23	4	27	11	99	110	171	151	322
NSF	21	21	42	41	45	86	122	49	171	40	173	213	224	288	512
OEO	204	125	329	446	363	809	491	212	703	258	739	997	1399	1439	2838
OMB	13	15	28	39	21	60	46	14	60	5	15	20	103	65	168
PANAMA CANAL	671	270	941	691	132	823	766	94	860	951	179	1130	3079	675	3754
RR RET BD	34	36	70	169	67	236	55	42	97	41	42	83	299	187	486
SEC	480	35	515	25	8	33	18	6	24	5	6	11	528	55	583
SEL SVC				286	893	1179	1377	5645	7022	288	2176	2464	1951	8714	10665
SBA	30	2	32	285	181	466	293	67	360	107	421	528	715	671	1386
SMITH INST	29	13	42	127	67	194	70	25	95	13	20	33	239	125	364
SOLDIERS HOME	7	43	50	16		18	48	12	60	11	33	44	84	88	172
VA	11847	15551	27398	5973	3892	9865	7852	5478	13330	2642	3224	5866	28314	28145	56459
TOTALS	115279	37952	153231	294442	84158	378600	152880	49498	202378	124235	87286	211521	686836	258894	945730

PARTICIPATION BY AGENCY AND SOURCE

PAGE I

AGENCY	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	36627	4578	41205	5183	2326	7509	78	9	87	8704	2343	11047	50592	9256	59848
COMMERCE	3592	3079	6671	1640	942	2582	95	7	102	3683	1311	4994	9010	5339	14349
ARMY	100886	36667	137553	8450	4316	12766	346	18	364	23043	5199	28242	132725	46200	178925
NAVY	81108	10294	91402	6877	3085	9962	176	4	180	18580	2728	21308	106741	16111	122852
A F	66537	14150	80687	3184	1594	4778	161	2	163	10368	2673	13041	80250	18419	98669
OTHER DEFENSE	25713	7197	32910	1736	732	2468	124	20	144	3980	1282	5262	31553	9231	40784
HEW	12813	16961	29774	4291	5418	9709	70	38	108	6452	8740	15192	23626	31157	54783
HUD	3893	2085	5978	651	620	1271	8	1	9	1036	556	1592	5588	3262	8850
INTERIOR	14058	3221	17279	5544	2651	8195	38	6	44	7263	2745	10008	26903	8623	35526
JUSTICE	14771	6934	21705	1382	479	1861	4		4	1710	316	2026	17867	7729	25596
LABOR	3825	2156	5981	834	836	1670	4		4	1089	1151	2240	5752	4143	9895
STATE	587	1152	1739	97	111	208	1		1	101	127	228	786	1390	2176
TRANS.	36650	1688	38338	2845	1056	3901	18		18	2805	496	3301	42318	3240	45558
TREAS.	41417	32572	73989	1432	786	2218	4		4	2481	840	3321	45334	34198	79532
AEC	1668	415	2083	549	229	778	8		8	1029	183	1212	3254	827	4081
CAB	34	10	44	62	24	86				67	17	84	163	51	214
CSC	321	472	793	921	895	1816				145	125	270	1387	1492	2879
D C GOVT	22289	4798	27087	446	313	759	13	20	33	2570	1225	3795	25318	6356	31674
EEOC	300	297	597	161	159	320				59	135	194	520	591	1111
EPA	627	137	764	739	514	1253	7		7	1119	319	1438	2492	970	3462
FCC	35	31	66	230	114	344				114	98	212	379	243	622
FHLBB	251	151	402	30	40	70	7		7	198	52	250	486	243	729
FPC	221	11	232	49	36	85				121	25	146	391	72	463
FTC	113	106	219	40	44	84				31	36	67	184	186	370

PAGE II

AGENCY	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	2228	497	2725	311	121	432	1		1	1150	122	1272	3690	740	4430
GPO	1004	184	1188	190	47	237				291	49	340	1485	280	1765
GSA	8859	2075	10934	2585	1388	3973	1		1	2869	938	3807	14314	4401	18715
USIA	6	5	11	108	181	289	1		1	95	25	120	210	211	421
ICC	72	21	93	33	1	34				35	34	69	140	56	196
LIB CONG	536	626	1162	77	50	127				81	107	188	694	783	1477
NASA	2653	340	2993	1530	381	1911	63	1	64	10865	1670	12535	15115	2392	17507
NAT CAP HOUSING	173	35	208	11	15	26				32	2	34	216	52	268
NAT CREDIT UNION	214	20	234	18	18	36	1		1	14	9	23	247	47	294
NLRB	98	52	150	59	53	112	1		1	13	46	59	171	151	322
NSF	44	81	125	77	108	185	1	1	2	102	98	200	224	288	512
OEO	523	578	1101	522	565	1087	5	2	7	349	294	643	1399	1439	2838
OMB				61	25	86	3		3	39	40	79	103	65	168
PANAMA CANAL	2490	464	2954	89	4	93				500	207	707	3079	675	3754
RR RET BD	185	138	323	76	41	117				38	8	46	299	187	486
SEC	399	24	423	83	24	107				46	7	53	528	55	583
SEL SVC	1747	8358	10105	184	351	535				20	5	25	1951	8714	10665
SBA	434	398	832	172	211	383				109	62	171	715	671	1386
SMITH INST	125	57	182	21	17	38				93	51	144	239	125	364
SOLDIERS HOME	54	33	87	5	12	17				25	43	68	84	88	172
VA	19048	21261	40309	2558	1528	4086	40	3	43	6668	5353	12021	28314	28145	56459
TOTALS	509228	184409	693637	56143	32461	88604	1279	132	1411	120186	41892	162078	686836	258894	945730

GENERAL SCHEDULE PARTICIPATION BY AGENCY

PAGE I

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	2789	4034	6823	13668	4000	17668	25073	942	26015	4846	140	4986	104	1	105
COMMERCE	454	2318	2772	1089	1839	2928	3865	957	4822	2792	206	2998	158	1	159
ARMY	4284	11030	15314	16584	13793	30377	51496	8730	60226	17099	435	17534	135	1	136
NAVY	2757	5521	8278	7402	6193	13595	27355	3207	30562	9133	209	9342	266	9	275
A F	748	4246	4994	11846	5775	17621	29863	4880	34743	6631	190	6821	150	1	151
OTHER DEFENSE	624	2035	2659	3158	3322	6480	19814	3404	23218	5552	249	5801	115	7	122
HEW	2581	9374	11955	4155	12578	16733	10317	7563	17880	5144	985	6129	139	43	182
HUD	120	889	1009	406	1300	1706	2941	949	3898	2070	124	2194	47		47
INTERIOR	1390	3081	4471	4098	3411	7509	14304	1739	16043	3565	78	3643	49		49
JUSTICE	2015	5074	7089	7717	2163	9880	5621	409	6030	1598	78	1676	93		93
LABOR	71	1067	1138	605	1636	2241	2308	954	3262	2639	438	3077	55	6	61
STATE	24	337	361	88	754	842	283	248	531	368	49	417	9		9
TRANS.	370	754	1124	3073	1476	4549	21227	815	22042	15655	111	15766	105		105
TREAS.	2849	17234	20083	18671	14112	32783	17571	2519	20090	5211	141	5352	92	1	93
AEC	75	199	274	618	446	1264	710	142	852	1606	40	1646	229		229
CAB	4	8	12	18	22	40	41	12	63	84	9	93	13		13
CSC	68	736	804	174	422	596	712	283	995	385	49	434	47		47
D C GOVT	703	1504	2207	1478	2052	3530	2143	1388	3531	563	138	701	28	1	29
EEOC	6	111	117	88	238	326	251	134	385	153	60	213	19	48	67
EPA	23	198	221	476	552	1028	1020	189	1209	808	31	839	40		40
FCC	7	77	84	28	111	139	139	42	181	175	12	187	29	1	30
FHLBB	1	94	95	89	104	193	189	41	230	198	4	202	8		8
FPC		11	11	57	39	96	171	14	185	144	8	152	18		18
FTC	5	71	76	25	87	112	51	21	72	95	7	102	8		8

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GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	45	348	393	388	198	586	1959	183	2142	1249	11	1260	49		49
GPO	59	20	79	119	100	219	193	70	263	131	3	134	22		22
GSA	2481	1316	3797	2668	1849	4517	4209	697	4906	2145	84	2229	32		32
USIA	6	88	94	32	83	115	62	33	95	82	7	89	3		3
ICC	9	17	26	12	35	47	87	4	91	23		23	9		9
LIB CONG	50	151	202	193	291	484	282	275	557	111	47	158	16	1	17
NASA	156	524	680	911	1226	2137	5938	569	6507	6677	71	6748	112	1	113
NAT CAP HOUSING	13	3	16	19	14	33	35	34	69	13	1	14	3		3
NAT CREDIT UNION		7	7	63	29	92	155	9	164	21	2	23	8		8
NLRB	5	52	57	31	80	111	79	15	94	54	4	58	2		2
NSF	2	46	48	45	168	213	31	60	91	110	11	121	34	3	37
OEO	65	284	349	109	722	831	313	316	629	880	115	995	31	2	33
OMB	5	2	7	12	43	55	22	14	36	52	6	58	12		12
PANAMA CANAL	185	169	354	291	202	493	383	98	481	117	1	118			
RR RET BD	16	43	59	76	77	153	171	66	237	36	1	37			
SEC		8	8	47	17	64	236	23	259	198	7	205	47		47
SEL SVC	33	127	360	306	1188	1494	273	244	517	89	5	94	2		2
SBA	16	265	281	60	337	397	322	69	391	313	10	323	4		4
SMITH INST	35	33	68	33	49	82	39	31	70	28	5	33	1		1
SOLDIERS HOME	10	27	37	37	32	69	13	11	24	5		5			
VA	4739	5197	9936	5417	5647	11064	6990	3241	10231	2399	570	2969	75	3	78
TOTALS	29898	78734	108632	106479	88812	195291	259330	45644	304974	101246	4752	105998	2419	130	2544

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WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			ALL WAGE SYSTEM		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	259	2	261	1,249	54	1,303	1,508	56	1,564
COMMERCE	29	1	30	145	8	153	174	9	183
ARMY	5,698	112	5,810	16,076	700	16,776	21,774	814	22,588
NAVY	13,659	63	13,722	44,192	726	44,918	57,851	789	58,640
A F	5,220	34	5,254	16,721	756	17,477	21,941	790	22,731
OTHER DEFENSE	497	19	516	1,690	95	1,785	2,187	114	2,301
HEW	360	140	500	623	394	1,017	983	534	1,517
HUD	2		2				2		2
INTERIOR	740	48	788	2,156	256	2,412	2,896	304	3,200
JUSTICE	705	4	709	109	1	110	814	5	819
LABOR	1		1				1		1
STATE	9	2	11	5		5	14	2	16
TRANS.	770		770	1,067		1,067	1,837		1,837
TREAS.	461	41	502	479	140	619	940	181	1,121
AEC	5		5	7		7	12		12
CAB				3		3	3		3
CSC				1	2	3	1	2	3
D C GOVT	245	24	269	887	113	1,000	1,132	137	1,269
EEOC	1		1	2		2	3		3
EPA	1		1	12		12	13		13
FCC				1		1	1		1
FHLBB	1		1				1		1
FPC									
FTC									

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVOSORY			ALL WAGE SYSTEM		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO									
GPO									
GSA	236	13	249	1,813	398	2,211	2,067	411	2,478
USIA				15		15	15		15
ICC									
LIB CONG	7	3	10	34	11	45	41	14	55
NASA	346		346	866	1	867	1,212	1	1,213
NAT CAP HOUSING	42		42	91		91	133		133
NAT CREDIT UNION									
NLRB									
NSF	1		1	1		1	2		2
OEO									
OMB									
PANAMA CANAL	271		271	1,086	4	1,090	1,357	4	1,361
RR RET BD									
SEC									
SEL SVC									
SBA									
SMITH INST	45	2	47	58	5	63	103	7	110
SOLDIERS HOME	8		8	11	11	22	19	11	30
VA	1,501	332	1,833	2,630	1,374	4,004	4,131	1,706	5,837
TOTALS	31,120	840	31,960	92,048	5,051	97,099	123,168	5,891	129,059

TRAINING MAN-HOUR SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	1457316	2164565	3261881	59346	285635	344681	8160	19939	28099	195624	375125	570749	1720446	2845264	4565710
GS 5-8	6170071	2298659	8468730	249025	454774	703799	98832	64836	163668	634624	552237	1186861	7152552	3370506	10523058
GS 9-12	9413433	972702	10386135	1002393	202466	1204859	1067058	87290	1154348	2197836	410460	2608296	13680720	1672918	15353638
GS 13-15	3188727	64271	3252998	575464	42479	617943	595384	16548	611932	1063905	60498	1124403	5423480	183796	5607276
GS 16-18	29358	653	30011	54669	760	55429	17774		17774	33290	4205	37495	135091	5618	140709
TOTAL GS	20258905	5500850	25759755	1940897	986114	2927011	1787208	188613	1975821	4125279	1420525	5527804	28112289	8078102	36190391
WS-SPV	608747	16722	625469	78653	1740	80393	1520		1520	119432	3933	123365	808352	22395	830747
WS-N/SPV	3632677	170161	3802838	75080	8955	84035	4000		4000	530363	22961	553324	4242120	202077	4444127
TOTAL WS	4241424	186883	4428307	153733	10695	164428	5520		5520	649795	26894	676689	5050472	224472	5274944
OTHER	2951919	1503368	4455287	162771	90010	252781	24792	1160	25952	280245	119571	399816	3419727	1714109	5133836
TOTAL PAY SYSTEM	27452248	7191101	34643349	2257401	1086819	3344220	1817520	189773	2007293	5055319	1548990	6604309	36582448	10016683	46599171
MED/SCI/ENG	5999832	1270267	7270099	317971	71252	389223	1395384	124600	1519984	1890625	427075	2317700	9603812	1893194	11497006
TECHNICAL	14320297	2889969	17210266	641501	220223	861724	59629	16112	75741	1795483	456610	2252093	16816910	3582914	20399824
ADM/MGMT	3680987	856242	4537229	1016528	307452	1323980	337866	30410	368276	890875	268446	1159321	5926256	1462550	7388806
OTHER	3451132	2174623	5625755	281401	487892	769293	24641	18651	43292	478336	396859	875195	4235510	3078025	7313535
TOTAL	27452248	7191101	34643349	2257401	1086819	3344220	1817520	189773	2007293	5055319	1548990	6604309	36582488	10016683	46599171

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1652591	252537	1905128	27886	1281	29167	36862	1250	38112	1717339	255068	1972407
COMMERCE	463260	145896	609156	7089	490	7579	32836	216	33052	503185	146602	649787
ARMY	4219377	1011473	5230850	718510	29972	748482	1505957	1044241	2550198	6443844	2085686	8529530
NAVY	2573930	428102	3002032	2368611	21763	2390374	66430	23590	90020	5008971	473455	5482426
A F	2541661	501609	3043270	1097846	74525	1172471	281635	92553	374188	3921142	668787	4589929
OTHER DEFENSE	1516337	408118	1924455	82550	3503	86053	5324	2384	7708	1604211	414005	2018216
HEW	1111695	1346474	2458169	29374	17131	46505	12219	1611	13830	1153288	1365216	2518504
HUD	208464	129476	337940	112		112	53		53	208629	129476	338105
INTERIOR	1395357	351925	1747282	105688	15922	121610	50700	1214	51914	1551745	369061	1920806
JUSTICE	1519604	543030	2062634	21653	164	21817	212		212	1541469	543194	2084663
LABOR	139906	111606	251512	36		36	45	2016	2061	139987	113622	253609
STATE	87839	42012	129851	492	36	528				88331	42048	130379
TRANS.	4731456	163140	4894596	105095		105095	852	184	936	4837403	163324	5000727
TREAS.	3219821	1299884	4519705	67812	4741	72553				3287633	1304625	4592258
AEC	99420	20026	119446	113		113	32		32	99565	20026	119591
CAB	4885	1457	6342	336		336				5221	1457	6678
CSC	38654	45389	84043	40	60	100				38694	45449	84143
D C GOVT	186725	258059	444784	51404	4507	55911	1076167	57240	1133407	1314296	319806	1634102
EEOC	19288	30939	50227	72		72				19360	30939	50299
EPA	90296	31271	121567	457		457	3112		3112	93865	31271	125136
FCC	10138	8356	18494	93		93				10231	8356	18587
FHLBB	28050	11104	39154	8		8				28058	11104	39162
FPC	13135	2754	15889				16		16	13151	2754	15905
FTC	4162	5019	9181							4162	5019	9181

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	126348	26325	152673							126348	26325	152673
GPO	15711	4756	20467				30325	3220	33545	46036	7976	54012
GSA	513198	122917	636115	79696	20588	100284	26954	1584	28538	619848	145089	764937
USIA	11688	5744	17432	428		428	360		360	12476	5744	18220
ICC	4528	1990	6518							4528	1990	6518
LIB CONG	11825	10903	22728	912	149	1061	16	64	80	12753	11116	23869
NASA	547956	66449	614405	27427	24	27451	5838		5838	581221	66473	647694
NAT CAP HOUSING	3270	1410	4680	1200		1200				4470	1410	5880
NAT CREDIT UNION	10947	1915	12862							10947	1915	12862
NLRB	5858	3586	9444							5858	3586	9444
NSF	8359	10293	18652	51		51				8410	10293	18703
OEO	41145	49008	90153				64		64	41209	49008	90217
OMB	8170	2131	10301							8170	2131	10301
PANAMA CANAL	54553	24142	78695	164507	216	164723	119630	15478	135108	338690	39836	378526
RR RET BD	19557	17180	36737							19557	17180	36737
SEC	8890	2190	11080							8890	2190	11080
SEL SVC	19476	38497	57973				30994	104079	135073	50470	142576	193046
SBA	20737	1294	22031							20737	1294	22031
SMITH INST	6955	3803	10758	3200	236	3436				10155	4039	14194
SOLDIERS HOME	1240	1250	2490	506	176	682		136	136	1746	1562	3308
VA	795826	521015	1316841	87308	28898	116206	133094	363049	496143	1016228	912962	1929190
TOTALS	28112289	8078102	36190391	5050472	224472	5274944	3419727	1714109	5133836	36582448	10016683	46599171

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

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AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			OTHER			ALL CATEGORIES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	678506	44484	722990	320953	65115	386068	534791	66736	601527	183089	78733	261822	1717339	255068	1972407
COMMERCE	204505	27882	232387	171960	59499	231459	108637	24132	132769	18083	35089	53172	503185	146602	649787
ARMY	1266368	96382	1362750	3482686	627774	4110460	898759	193356	1092115	796031	1168174	1964205	6443844	2085686	8529530
NAVY	1106789	36069	1142858	3015950	183049	3198999	651880	113216	765096	234352	141121	375473	5008971	473455	5482426
A F	537017	32496	569513	2353258	331212	2684470	713512	135901	849413	317355	169178	486533	3921142	668787	4589929
OTHER DEFENSE	312364	88171	400535	850948	216522	1067470	353454	60629	414083	87445	48683	136128	1604211	414005	2018216
HEW	197661	165992	363653	356611	500893	857504	352257	260624	612881	246759	437707	684466	1153288	1365216	2518504
HUD	21515	42986	64501	75551	30062	105613	87960	25972	113932	23603	30465	54059	208629	129476	338105
INTERIOR	405967	50131	456098	392945	92836	485781	337464	75444	412908	415369	150650	566019	1551745	369061	1920806
JUSTICE	782065	15416	797481	261633	407328	668961	79162	13362	92524	418609	107088	525697	1541469	543194	2084663
LABOR	5950	4892	10842	51670	37256	88926	68175	30651	98826	14192	40823	55015	139987	113622	253609
STATE	24332	21841	46173	14706	4322	19028	5593	4043	9636	43700	11842	55542	88331	42048	130379
TRANS.	89690	2762	92452	3969369	101563	4070932	715625	30148	745773	62719	28851	91570	4837403	163324	5000727
TREAS.	2210394	414272	2624666	614663	605001	1219664	202807	46040	248847	259770	239312	499082	3287633	1304625	4592258
AEC	22927	1484	24411	16505	2489	18994	46754	4189	50943	13379	11864	25243	99565	20026	119591
CAB	598	109	707	1520	436	1956	2146	340	2486	957	572	1529	5221	1457	6678
CSC	3244	944	4188	9555	5972	15527	19549	9033	28582	6346	29500	35846	38694	45449	84143
D C GOVT	680618	164701	845319	133661	66794	200455	73705	52807	126512	426312	35504	461816	1314296	319806	1634102
EEOC	1240	2072	3312	11136	8231	19367	6984	18956	25940		1680	1680	19360	30939	50299
EPA	37263	4530	41793	21515	7719	29234	25333	6356	31689	9754	12666	22420	93865	31271	125136
FCC	840	387	1227	2133	2943	5076	4356	1256	5612	2902	3770	6672	10231	8356	18587
FHLBB	168	70	238	21623	2434	24057	5977	1517	7494	290	7083	7373	28058	11104	39162
FPC	6989	216	7205	1232	304	1536	4587	574	5161	343	1660	2003	13151	2754	15905
FTC	2200	274	2474	720	1608	2328	1018	1042	2060	224	2095	2319	4162	5019	9181

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			OTHER			ALL CATEGORIES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	13795	776	14571	1856	106	1962	43798	5830	49628	66899	19613	86512	126348	26325	152673
GPO	498	176	674	35215	4216	39431	5893	1334	7227	4430	2250	6680	46036	7976	54012
GSA	27150	10421	37571	159956	58650	218606	82170	22626	104796	350572	53392	403964	619848	145089	764937
USIA	4198	628	4826	3672	1216	4888	3516	340	3856	1090	3560	4650	12476	5744	18220
ICC	1232	48	1280	1028	52	1080	510	176	1686	758	1714	2472	4528	1990	6518
LIB CONG	2715	2786	5501	4754	2046	6800	2659	2052	4711	2625	4232	6857	12753	11116	23869
NASA	257537	13506	271043	107607	9934	117541	181606	12891	194497	34471	30142	64613	581221	66473	647694
NAT CAP HOUSING	88	24	112	64	32	96	4318	1354	5672				4470	1410	5880
NAT CREDIT UNION				4084	531	4615	5396	84	5480	1467	1300	2767	10947	1915	12862
NLRB	3666	368	4034	680	670	1350	976	200	1176	536	2348	2884	5858	3586	9444
NSF	547	1770	2317	1218	1579	2797	6188	2274	8462	457	4670	5127	8410	10293	18703
OEO	5547	13448	18995	9601	9220	18821	21964	10613	32577	4097	15727	19824	41209	49008	90217
OMB	4368	454	4822	1580	794	2374	2044	434	2478	178	449	627	8170	2131	10301
PANAMA CANAL	127739	19507	147246	89142	4264	93406	39054	5892	44946	82755	10173	92928	338690	39836	378526
RR RET BD	8197	8064	16261	8655	5939	14594	1928	912	2840	777	2265	3042	19557	17180	36737
SEC	6970	990	7960	1000	320	1320	720	240	960	200	640	840	8890	2190	11080
SEL SVC				8320	13394	21714	37306	100814	138120	4844	28368	33212	50470	142576	193046
SBA	619	101	720	8217	3845	12062	8241	2125	10366	3660	6871	10531	20737	12942	33679
SMITH INST	1171	680	1851	5423	1961	7384	2798	852	3650	763	536	1299	10155	4029	14184
SOLDIERS HOME	160	618	778	496		496	780	238	1018	310	706	1016	1746	1562	3308
VA	538405	600266	1138671	211839	102783	314622	172946	114945	287891	93038	94968	188006	1016228	912962	1929190
TOTALS	9603812	1893194	11497006	16816910	3582914	20399824	5926256	1462550	7388806	4235510	3078025	7313535	36582488	10016683	46599171

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

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AGENCY	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1009921	96485	1106406	202970	68984	271954	135582	13340	148922	368866	76259	445125	1717339	255068	1972407
COMMERCE	154042	65073	219115	72862	28223	101085	128464	8664	137128	147817	44642	192459	503185	146602	649787
ARMY	4638930	1687646	6326576	366721	186241	552962	476618	21216	497834	961575	190583	1152158	6443844	2085686	8529530
NAVY	3605253	283734	3888987	241694	81002	322696	243080	4776	247856	918944	103943	1022887	5008971	473455	5482426
A F	3133651	506229	3639880	126199	53393	179592	206058	3576	209634	455234	105589	560823	3921142	668787	4589929
OTHER DEFENSE	1168708	316282	1484990	108768	24690	133458	141584	23582	165166	185151	49451	234602	1604211	414005	2018216
HEW	607992	766611	1374603	153093	214867	367960	112384	54856	167240	279819	328882	608701	1153288	1365216	2518504
HUD	122681	82604	205285	27046	20985	48031	19080	2480	21560	39822	23407	63229	208629	129476	338105
INTERIOR	946764	114178	1060942	203454	74135	277589	72755	15751	88506	328772	164997	493769	1551745	369061	1920806
JUSTICE	1332573	515451	1848024	132700	15305	148005	7760		7760	68436	12438	80874	1541469	543194	2084663
LABOR	66945	46443	113388	28710	28332	57042	6260		6260	38072	38847	76919	139987	113622	253609
STATE	80807	32173	112980	3388	4251	7639	260		260	3876	5624	9500	88331	42048	130379
TRANS.	4555576	113911	4669487	128466	33332	161798	28296		28296	125065	16081	141146	4837403	163324	5000727
TREAS.	3121528	1249612	4371140	51635	23660	75295	6936		6936	107534	31353	138887	3287633	1304625	4592258
AEC	26015	8058	34073	23166	6834	30000	14040		14040	36344	5134	41478	99565	20026	119591
CAB	731	182	913	2559	762	3321				1931	513	2444	5221	1457	6678
CSC	4993	13830	18823	28930	28137	57067				4771	3482	8253	38694	45449	84143
D C GOVT	1159112	228748	1387860	18175	11530	29705	17616	30688	48304	119393	48840	168233	1314296	319806	1634102
EEOC	11136	10391	21527	5512	12004	17516				2712	8544	11256	19360	30939	50299
EPA	20265	2435	22700	25441	15422	40863	12136		12136	36023	13414	49437	93865	31271	125136
FCC	1011	1008	2019	5982	3369	9351				3238	3979	7217	10231	8356	18587
FHLBB	18180	7084	25264	960	1749	2709	1260		1260	7658	2271	9929	28058	11104	39162
FPC	7638	248	7886	1468	1682	3150				4045	824	4869	13151	2754	15905
FTC	1660	2405	4065	1342	1482	2824				1160	1132	2292	4162	5019	9181

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG TERM			NON-GOVERNMENT SHORT TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	69526	16849	86375	19688	5892	25580	1760		1760	35374	3584	38958	126348	26325	152673
GPO	27532	4288	31920	8032	1922	9954				10372	1766	12138	46036	7976	54012
GSA	421472	68203	489675	82770	41092	123862	1616		1616	113990	35794	149784	619848	145089	764937
USIA	240	200	440	7132	4692	11824	1440		1440	3664	852	4516	12476	5744	18220
ICC	2030	603	2633	1428	16	1444				1070	1371	2441	4528	1990	6518
LIB CONG	8769	8257	17026	2373	1321	3694				1611	1538	3149	12753	11116	23869
NASA	64718	13861	78579	52386	10061	69447	82819	1480	84299	374298	41071	415369	581221	66473	647694
NAT CAP HOUSING	2718	890	3608	248	464	712				1504	56	1560	4470	1410	5880
NAT CREDIT UNION	7832	1144	8976	1180	464	1644	1440		1440	495	307	802	10947	1915	12862
NLRB	3282	450	3732	1944	1514	3458	130		130	502	1622	2124	5858	3586	9444
NSF	881	2057	2938	3026	4487	7513	1730	1040	2770	2773	2709	5482	8410	10293	18703
OEO	6800	9303	16103	15397	14475	29872	8576	3604	12180	10436	21626	32062	41209	49008	90217
OMB				2902	975	3877	4080		4080	1188	1156	2344	8170	2131	10301
PANAMA CANAL	302869	28678	331547	3217	168	3385				32604	10990	43594	338690	39836	378526
RR RET BD	16437	15688	32125	2120	1284	3404				1000	208	1208	19557	17180	36737
SEC	4974	910	5884	2108	1000	3108				1808	280	2088	8890	2190	11080
SEL SVC	44986	131027	176013	4124	11162	15286				1360	387	1747	50470	142576	193046
SBA	11373	6272	17645	5766	5010	10776				3598	1660	5258	20737	12942	33679
SMITH INST	4773	1650	6423	1332	554	1886				4050	1825	5875	10155	4029	14184
SOLDIERS HOME	970	744	1714	120	200	320				656	618	1274	1746	1562	3308
VA	653853	729206	1383059	71907	39695	111602	83760	4720	88480	206708	139341	346049	1016228	912962	1929190
TOTALS	27452248	7191101	34643349	2257401	1086819	3344220	1817520	189773	2007293	5055319	1548990	6604309	36582488	10016683	46599171

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

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AGENCY	SUPERVISORY			NON-SUPERVISORY			ALL WAGE SYSTEM		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	5701	56	5757	22185	1225	23410	27886	1281	29167
COMMERCE	860	40	900	6229	450	6679	7089	490	7579
ARMY	127977	2716	130693	590533	27256	617789	718510	29972	748482
NAVY	304225	2176	306401	2064386	19587	2083973	2368611	21763	2390374
A F	203076	2306	205382	894770	72319	967089	1097846	74625	1172471
OTHER DEFENSE	15152	1387	16539	67398	2116	70816	82550	3503	86053
HEW	10460	2445	12905	18914	14686	33600	29374	17131	46505
HUD	112		112				112		112
INTERIOR	22107	2448	24555	83581	13474	97055	105688	15922	121610
JUSTICE	18693	152	18845	2960	12	2972	21653	164	21817
LABOR	36		36				36		36
STATE	140	36	176	352		352	492	36	528
TRANS.	24377		24377	80718		80718	105095		105095
TREAS.	10480	1380	11860	57332	3361	60693	67812	4741	72553
AEC	57		57	56		56	113		113
CAB				336		336	336		336
CSC				40	60	100	40	60	100
D C GOVT	6569	792	7001	44835	3715	48550	51404	4507	55911
EEOC	24		24	48		48	72		72
EPA	223		223	234		234	457		457
FCC				93		93	93		93
FHLBB	8		8				8		8
FPC									
FTC									

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			ALL WAGE SYSTEM		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO									
GPO									
GSA	8951	640	9591	70745	19948	90693	79696	20588	100284
USIA				428		428	428		428
ICC									
LIB CONG	144	72	216	768	77	845	912	149	1061
NASA	6020		6020	21407	24	21431	27427	24	27451
NAT CAP HOUSING	1200		1200				1200		1200
NAT CREDIT UNION									
NLRB									
NSF	42		42	9		9	51		51
OEO									
OMB									
PANAMA CANAL	10959		10959	153548	216	153764	164507	216	164723
RR RET BD									
SEC									
SEL SVC									
SBA									
SMITH INST	1176	66	1242	2024	170	2194	3200	236	3436
SOLDIERS HOME	138		138	368	176	544	506	176	682
VA	29445	5693	35138	57863	23205	81068	87308	28898	116206
TOTALS	808352	22395	830747	4242120	202077	4444127	5050472	224472	5274944

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG TERM	SHORT TERM	TOTAL NON-SALARY	FULL-TIME STAFF SALARY	PART-TIME STAFF SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
AGRIC.	3269787	1245682	259105	1683644	6458218	2741363	1846058	11045639	180	109
COMMERCE	741153	472398	209448	881944	2304943	1243575	394248	3942766	275	122
ARMY	5567493	1610188	1032864	4701467	12912012	7267251	723798	20903061	117	49
NAVY	3375302	1099614	366503	4646363	9487782	11790132	809346	22087260	180	62
A F.	5203570	551422	312234	2751289	8818515	7013183	1469645	17301343	175	58
OTHER DEFENSE.	1914831	472898	253541	644568	3285838	5035493	475881	8797212	216	137
HEW.	2853677	1988502	451375	3276632	8570186	8303548	1093030	17966764	312	162
HUD.	545660	202021	53669	256781	1058131	484861	21134	1564126	177	91
INTERIOR	2905333	1161073	93159	1447710	5607275	1658212	454242	7719729	213	115
JUSTICE.	4846227	528047	13571	499707	5887552	3882270	877644	10647466	416	244
LABOR.	78228	229828	14936	218035	541027	734739	56375	1332141	135	111
STATE.		16880		33706	50586	68553	11046	130185	60	5
TRANS.	12675025	571958	120025	1671499	15038507	24340103	2564352	41942962	921	592
TREAS.	13558998	470516	57907	1017744	15105165	7425949	243351	22774465	286	234
AEC.	16736	189366	18844	267681	492627		80765	573392	141	79
CAB.	2515	1433		11674	31622		5156	36778	172	56
CSC.	7441	142458		29071	178970	45893	9982	234845	82	41
D C GOVT	215602	61276	9373	277047	563298	2296501	67922	2927721	92	71
EEOC	137042	54964		13521	205527	76574		282101	254	323
EPA.	823369	211671	16060	295969	1347069	1059976	220382	2627427	698	383
FCC.	15388	33813		26750	75951	19987	6259	102197	164	65
FHLBB.	132000	9940	24750	52765	219455	83512	4611	307578	422	233
FPC.	7500	8685		20439	36624		26979	63603	137	53
FTC.	5010	12381		8301	25692	35078	3965	64735	175	47

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG TERM	SHORT TERM	TOTAL NON-SALARY	FULL-TIME STAFF SALARY	PART-TIME STAFF SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
GAO.	172419	99448	1847	210883	484597	193300		677897	153	144
GPO.	6270	34391		45864	86525	179939	262368	528832	300	68
GSA.	261767	423839	8588	317630	1011824	654895	178545	1845264	99	46
USIA		26874	7046	29223	63143		25065	88208	210	9
ICC.	2300	7083		6778	16161	17453		33614	172	20
LIB CONG	420	11193		19213	30826	163424	19570	213820	145	56
NASA	69909	302188	117882	1911808	2401787	980800	38370	3420957	195	110
NAT CAP HOUSING.	92	1860		4667	6619	23584	11804	42007	157	67
NAT CREDIT UNION	65772	10368	7550	2739	86429	26681		113110	385	231
NLRB	33175	22258	949	3629	60011		9707	69718	217	31
NSF.	14800	62531	7094	38580	123005	23424	21421	167850	328	161
OEO.	46182	168480	49915	139849	404426	296598	44066	745090	263	253
OMB.		21568	24908	19203	65679		15500	81179	483	117
PANAMA CANAL	148534	7366		101726	257626	376255	31794	665675	177	46
RR RET BD.	16427	9757		7759	33943	104616	37342	175901	362	97
SEC.	30328	6000		2937	39265		8424	47689	82	33
SEL SVC.	777214	54539		370	832123	768850	111364	1712337	161	307
SBA.	80147	69975		23659	173781	107328	3272	284381	205	61
SMITH INST		7985		17124	25109		26096	51205	141	20
SOLDIERS HOME.	1952			3589	5541	23581	1500	30622	178	28
VA	1143962	499738	206361	1909624	3759685	9212058	2594845	15566588	276	95
TOTALS	61769557	13210454	29551162	3739504	108270677	98759536	14907225	221937438	235	106

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMINISTRATIVE SUPPORT	CLERICAL SUPPORT	TOTAL
AGRICULTURE.	$ 1,529,744	$ 678,989	$ 149,592	$ 383,038	$ 2,741,363
COMMERCE	517,828	307,983	252,051	165,713	1,243,575
ARMY	5,008,750	940,159	469,905	848,437	7,267,251
NAVY	4,861,006	5,604,388	571,707	753,031	11,790,132
AIR FORCE.	4,256,199	2,167,377	148,328	441,279	7,013,183
OTHER DEFENSE.	1,192,049	1,321,412	2,129,322	392,710	5,035,493
HEW.	4,449,920	1,588,873	1,121,900	1,142,855	8,303,548
HUD.	363,980		50,614	70,267	484,861
INTERIOR	984,430	232,112	189,232	252,438	1,658,212
JUSTICE.	382,254	1,950,874	771,630	777,509	3,882,267
LABOR.	600,543	13,909	33,311	86,976	734,739
TRANSPORTATION	2,561,797	14,886,077	5,525,132	1,367,097	24,340,103
TREASURY	3,691,053	1,568,010	997,490	1,169,396	7,425,949
DC GOVERNMENT.	731,772	950,546	285,371	328,812	2,296,501
EPA.	112,514	695,841	140,913	110,708	1,059,976
GAO.		157,232		36,068	193,300

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMINISTRATIVE SUPPORT	CLERICAL SUPPORT	TOTAL
GSA.	$ 352,133	$ 109,107	$ 124,248	$ 69,407	$ 654,895
GPO.	155,535	9,053		15,351	179,939
LIBRARY OF CONGRESS.	34,032	111,895		17,497	163,424
NASA	774,351	57,214	20,004	129,231	980,800
OEO.	199,163		73,353	24,082	296,598
PANAMA CANAL	59,642	274,032	14,204	28,377	376,255
RR RET BOARD	32,590	49,947	9,053	13,026	104,616
SELECTIVE SERVICE. .	726,427			42,423	768,850
SBA.	81,081		9,657	16,590	107,328
VA	2,681,099	5,773,579	239,906	517,474	9,212,058
ALL OTHERS*.	313,249	54,117	23,105	53,849	444,320
TOTAL	36,653,141	39,502,726	13,350,028	9,253,641	98,759,536

*19 Agencies Reporting Less Than $100,000.

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
AGRICULTURE. . . .	91	43	22	51	207	101702	491
COMMERCE	30	25	21	28	104	32417	312
ARMY	349	156	65	138	708	427389	604
NAVY	315	513	44	110	982	355941	363
AIR FORCE.	278	177	12	65	532	297445	559
OTHER DEFENSE. . .	72	78	104	50	304	64221	211
HEW.	253	95	175	146	669	110968	166
HUD.	22		5	8	35	17102	489
INTERIOR	58	17	16	34	125	67414	539
JUSTICE.	27	111	39	94	271	43645	161
LABOR.	30	1	3	11	45	12049	268
TRANSPORTATION . .	135	785	259	172	1351	70867	525
TREASURY	221	107	68	156	552	97144	176
DC GOVERNMENT. . .	44	86	22	43	195	41144	211
EPA.	6	40	13	15	74	6862	93
GAO.		7		5	12	4715	393

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. SUPPORT	CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
GSA.	21	11	9	10	51	40386	792
GPO.	9	1		2	12	7753	646
LIBRARY OF CONGRESS.	2	9		2	13	3844	296
NASA	42	3	2	17	64	31135	487
OEO.	10		5	4	19	2950	155
PANAMA CANAL	4	18	1	4	27	14620	541
SELECTIVE SERVICE. .	49			6	55	5571	101
VA	158	343	18	69	588	163668	278
ALL OTHERS*.	24	7	3	11	45	72496	1611
TOTAL.	2250	2633	906	1251	7040	2093448	297

*21 Agencies Reporting Fewer Than 10 Full-Time Training Personnel

GENERAL SCHEDULE PARTICIPATION MAN-HOURS BY AGENCY

PAGE I

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	64188	87559	151747	446303	124010	570313	909444	35461	944905	221002	5427	226429	11654	80	11734
COMMERCE	18428	49627	68055	49837	55149	104986	244763	31537	276300	139941	9543	149484	10291	40	10331
ARMY	136464	248580	385044	836435	398662	1262097	2426630	347903	2774533	782547	16280	798827	10300	48	10348
NAVY	132537	128958	261495	707039	186339	893378	1325247	103567	1428814	397823	8969	406796	11284	269	11553
A F	60694	113641	174335	566001	215800	781801	1477769	164568	1642337	428865	7540	436405	8332	60	8392
OTHER DEFENSE	20209	61558	81767	224778	133430	358208	1010274	174442	1184716	277310	11551	288861	10767	136	10903
HEW	94868	291044	385912	379806	780466	1160272	394077	239529	633606	236595	35118	271713	6349	317	6666
HUD	6135	37284	43419	25660	58296	83956	95737	24700	120437	79167	9196	88363	1765		1765
INTERIOR	72039	131314	203353	395678	104324	500002	785313	113676	898989	131197	2611	133808	11130		11130
JUSTICE	175208	419002	594210	652592	110453	763045	607421	12168	619589	79311	1407	80718	5072		5072
LABOR	2257	32604	34861	18390	43804	62194	47828	23387	71215	69211	11723	80934	2220	88	2308
STATE	1114	8146	9260	11618	18554	30172	46505	10983	57488	28109	4324	32433	493		493
TRANS.	166831	42045	208876	409412	60180	469592	2467447	50137	2517584	1683516	10778	1694294	4250		4250
TREAS.	163846	563332	727178	1920084	614070	2534154	915503	116951	1032454	217100	5515	222615	3289	16	3305
AEC	2462	5188	7650	12324	9674	21998	25827	3885	29712	51705	1279	52984	7102		7102
CAB	128	243	371	582	647	1229	1238	311	1549	2345	256	2601	592		592
CSC	2077	24843	26920	5618	12012	17630	19585	7436	27021	9559	1098	10657	1815		1815
D C GOVT	36985	117075	154060	66349	91722	158071	64836	43877	108713	17517	5359	22876	1038	26	1064
EEOC	160	7240	7400	3520	8431	11951	8760	10324	19084	5424	1104	6528	1424	3840	5264
EPA	1548	7332	8880	16028	17328	33356	42731	5733	48464	28210	878	29088	1779		1779
FCC	200	3060	3260	598	3610	4208	3693	1268	4961	4490	370	4860	1157	48	1205
FHLBB	40	4340	4380	14412	5437	19849	7581	1055	8636	5865	272	6137	152		152
FPC		656	656	1855	1546	3401	5729	280	6009	5031	272	5303	520		520
FTC	188	1304	1492	996	2907	3903	1067	692	1759	1813	116	1929	98		98

GENERAL SCHEDULE PARTICIPATION MAN-HOURS BY AGENCY

PAGE II

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GAO	1572	13149	14721	16073	6342	22415	65893	6533	72426	41297	301	41598	1513		1513
GPO	1302	1176	2478	3646	2030	5676	5066	1478	6544	4607	72	4679	1090		1090
GSA	207274	48672	255946	114937	52384	197321	106175	19336	125511	53642	2525	56167	1170		1170
USIA	228	1488	1716	2212	1568	3780	4826	2420	7246	4334	268	4602	88		88
ICC	302	533	835	394	1347	1741	2552	110	2662	696		696	584		584
LIB CONG	505	1667	2172	3104	3670	6774	6092	4880	10972	2011	670	2681	113	16	129
NASA	8893	19205	28098	33429	25161	58590	232167	19485	251652	267109	2574	269683	6358	24	6382
NAT CAP HOUSING	624	64	688	1264	648	1912	1067	697	1764	244		244	72		72
NAT CREDIT UNION		220	220	2520	1408	3928	5783	243	6026	2148	44	2192	496		496
NLRB	370	1206	1576	742	1736	2478	2760	540	3300	1618	104	1722	360		360
NSF	50	1557	1607	1436	5189	6625	738	1817	2555	3173	1234	4407	2962	496	3458
OEO	1752	6247	7999	2798	18830	21628	7334	9307	16641	26725	14548	41273	2536	76	2612
OMB	136	73	209	392	1438	1830	848	452	1300	5874	168	6042	920		920
PANAMA CANAL	12681	11069	23750	18472	8892	27364	18506	4131	22637	4894	50	4944			
RR RET BD	684	2103	2787	9183	9206	18389	8983	5908	14891	707	53	760			
SEC		224	224	1524	1096	2620	3663	540	4203	3271	330	3601	432		432
SEL SVC	721	4342	5063	6258	27488	33746	10069	6587	16656	2372	80	2452	56		56
SBA	226	4323	4549	2220	6457	8677	7805	1762	9567	9506	400	9906	980		980
SMITH INST	2698	820	3518	1484	1582	3066	1325	1265	2590	1432	136	1468	16		16
SOLDIERS HOME	270	628	898	570	426	996	296	196	492	104		104			
VA	321552	340613	662165	133979	109756	243735	253767	61361	315128	84064	9247	93311	2464	38	2502
TOTALS	1720446	2845264	4565710	7152552	3370506	10523058	13680720	1672918	15353638	5423480	183796	5607276	135091	5618	140709

APPENDIX C

TRAINING RESOURCES PUBLICATIONS

Except where otherwise noted, the following publications are available through the Government Printing Office.

1. *Interagency Training Catalog of Courses.* Training programs open to Federal, state, or local government employees are described in this catalog. Intended primarily for the Washington, D. C. area clientele, it contains descriptions of courses and prerequisites for enrollment for courses offered by a number of Federal agencies. Similar information about interagency training courses is available from the Regional Training Centers for the geographic areas served by the ten Regional Offices of the Civil Service Commission.
2. *Interagency Training Courses Calendar.* Lists of courses to be offered during each quarter are published in this calendar. It also includes descriptions of courses that have been developed since the publication of the Interagency Training Catalogue and information about dates, costs, locations and offices to contact for registration or enrollment information. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
3. *Agency Training Centers for Government Employees.* Information on agency operated training centers is provided in this publication. It includes descriptive information about the general characteristics of these centers and the numbers and kinds of courses available through them. It is designed to furnish current training resource data for use by training officials and others at Federal, state and local levels.
4. *Off-Campus Study Centers for Government Employees.* This publication identifies facilities that have been established by cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Federal employees. It contains current information about the programs and courses offered by educational institutions to employees at Federal agency work sites after working hours.
5. *A Catalog for Adult Continuing Educational Opportunities.* This catalog is intended primarily for government personnel in the Washington, D.C. metropolitan area. It contains information about the number and variety of programs offered at these centers and identifies contact points from which additional information may be obtained.
6. *Guide to Training Resources and Information Publications.* This publication is a current directory of available publications on a variety of training topics such as training evaluation and programmed instruction.
7. *A Directory of Studies and Reports Related to Training and Education.* This publication contains information about agency conducted studies and reports. It is issued as an aid to training program managers in planning, developing and evaluating their own programs by making information about studies and reports developed by other agencies available for consideration.
8. *Instructional Systems and Technology: An Introduction to the Field and Its Use in Federal Training.* This pamphlet provides a brief description of the instructional systems approach to training and explains some of the new techniques which have become popular with the advent of sophisticated audio-visual equipment and programmed instruction.
9. *Application of a Systems Approach to Training: A Case Study.* This case study explains the steps followed in developing the curriculum for the Consolidated Federal Law Enforcement Training Center, describes the problems encountered and the solutions arrived at, and provides a general guide for others who wish to use a systems approach to curriculum development.

10. *Programmed Instruction: A Brief of Its Development and Current Status.* This paper offers a concise, non-technical synthesis of the major developments in programmed instruction and includes some determination of the extent to which programmed materials are being applied in Federal agencies.
11. *Training Evaluation: A Guide to Its Planning, Development and Use in Agency Training Courses.* This paper describes one approach that can be used to assess the effectiveness of internally developed and conducted agency training courses and includes a discussion of factors to be considered when implementing the evaluation program, a conceptual framework for evaluation, the essential steps in developing training objectives and an in-course training evaluation process.
12. *Computer Assisted Instruction: A General Discussion and Case Study.* This pamphlet presents a general discussion of a relatively recent aspect of training technology (Computer Assisted Instruction) and describes the U.S. Naval Academy's specific experiences in this area.
13. *Visual Materials: Guidelines for Selection and Use in Training Situation.* This paper discusses the characteristics, advantages, limitations and uses of the most commonly encountered instructional media. In addition, it offers guidelines that a training specialist can use when selecting visual materials for group instruction.

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